

United States Army Alaska Circular 5-3

1 October 1998

UNITED STATES ARMY ALASKA

INSPECTOR GENERAL COMMANDER'S GUIDE

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY ALASKA
Fort Richardson, Alaska 99505-5000

APVR-RIG

MEMORANDUM FOR Company Commanders and First Sergeants

SUBJECT: Inspector General Commander's Guide

1. The chapters found in this booklet contains situations that pertain to many company commanders and first sergeants in the United States Army Alaska. I don't expect you to read the entire booklet. What I do hope is that you will become familiar with the table of contents and know where to turn when you have a question.
2. The action you take has an impact on not only the soldier, but also on your company and how they perceive you establish and enforce standards.
3. The situations in this booklet are just an example of possible solutions. For every situation, there may be numerous solutions. If you are ever in doubt or just want a second opinion, don't hesitate to call us. We have offices at Fort Richardson and Fort Wainwright. Fort Greely commanders should contact the Fort Wainwright office. Of course, for legal advice, you should contact your local legal office.
4. Proponent for this guide is the USARAK IG Office at 384-0323.

J. MARK VAUGHN
LTC, IG
Inspector General

**DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY ALASKA
Fort Richardson, Alaska 99505-5000**

United States Army Alaska Circular 5-3

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Management

United States Army Alaska Inspector General Commander's Guide

Applicability. This circular applies to all elements subordinate to the United States Army Alaska (USARAK).

Impact on New Manning System. This circular does not contain information that effects the New Manning System.

Interim changes. Interim changes to this circular are not official unless the Director of Information Management authenticates them. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested improvements. The proponent agency of this circular is the USARAK Office of the Inspector General (IG). Users are invited to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Office of the IG, 600 Richardson Drive # 5800, Fort Richardson, Alaska 99505-5800.

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Chapter 1

The Inspector General's Role

1-1. Purpose

This circular contains information for company commanders and first sergeants about the IG's role per Army Regulation (AR) 20-1 and AR 1-201.

1-2. References

Related publications are listed in appendix A. Referenced forms are also listed in appendix A.

1-3. Explanation of abbreviations

The abbreviations used in this circular are listed in the glossary.

1-4. Information

a. The IG serves as a personal staff officer to the Commanding General and is charged with inquiring into and periodically reporting on the discipline, efficiency, economy, morale, training, and readiness throughout the command. The IG is sometimes described as functioning as an extension of the eyes, ears, and conscience of the commander.

b. The IG performs this mission through three primary functions: 1) assistance, 2) inquiries and investigations, and 3) inspections. Other important IG functions are teaching and training.

(1) Assistance.

(a) Assistance is provided to all soldiers, DA civilians, family members, and other personnel presenting matters of interest to the command. Commanders should be aware that preventing communication with an IG, taking or threatening reprisal actions against an individual who has gone to an IG, or making false official statements to an IG are all violations of punitive regulations.

(b) Assistance is normally requested by an individual in person, by letter, e-mail, or telephonically. Normally, the IG will not accept a request if the soldier has not first given their chain of command the opportunity to resolve their problem. As a general rule, where an appeal process exists to redress perceived problems or injustices, the IG may not become involved until the process has been completed. The IG's role at that point is limited to ensuring that due process per applicable laws and regulations was afforded to the individual. The soldier's communication with the IG is kept confidential to the maximum extent possible. However, confidentiality is never guaranteed to any client. Sometimes the fact that the IG can also provide commanders and first sergeants with timely assistance in arriving at solutions to problems or questions that arise in their command is overlooked. Occasionally, requests for assistance will contain allegations, which may cause the IG to open an informal inquiry or formal investigation.

(2) Inquiries and investigations.

(a) An IG inquiry is an informal fact-finding process that normally results in a finding that the allegation is substantiated, nonsubstantiated, or neither, if the information developed is insufficient to arrive at a conclusion. Conclusions are reached based on a preponderance of the available evidence.

(b) An IG investigation is a formal process that must be directed by the Commanding General and is based on a written directive signed by him/her. The IG will normally notify the Commanding General when allegations are made that may require a formal investigation. Again, conclusions are based on a preponderance of the available evidence.

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(c) IG records may not be used as the basis for adverse action against any individual without the written approval of The Inspector General of the Army, or higher authority. IG records may not be used to compare commands or commanders or used as the basis for any evaluation report, performance appraisal, or award recommendation. IG records will not be converted to personal use.

(3) Inspections.

(a) The IG conducts inspections as part of the commander's organizational inspection program. The other two primary elements of the organizational inspection program are the command inspection program and the staff inspection program. While these two programs focus primarily on organizations, the IG inspection may focus either on organizations, functional areas, or both. Normally, the IG inspects functional areas to complement rather than duplicate the other two inspection programs.

(b) IG inspection goals are to identify substandard performance, determine the magnitude of the problem, and identify the root cause; pursue systemic issues, teach systems, processes, and procedures; identify responsibility for corrective actions; and spread innovative ideas.

(c) IG inspection results will not be used to compare units or organizations, or as criteria for unit competitive awards. Inspections are not designed to reward or penalize units, commanders, or individuals. If an IG discovers serious deficiencies involving breach of integrity, security violations, or criminality, they will inform the Commanding General and recommend an appropriate course of action.

(4) Teaching and training.

(a) IG's have a responsibility to train non-IG's on how the IG system operates, specific standards, responsibilities, processes, and systems related to non-IG activities.

(b) During organizational change periods, soldiers and their leaders may lack a complete understanding of required Army standards and procedures. IG's, by background, training, and assignment, are in an ideal position to teach skills, provide information, and assess attitudes while assisting, investigating, and inspecting.

c. The IG is available to conduct unit command climate sensing sessions to assist commanders who wish to clarify issues within their commands or to teach officer and noncommissioned officer (NCO) professional development classes on a variety of subjects.

Chapter 2

Organizational and Command Inspection Programs

2-1. Chapter information sources

- a. AR 1-201.
- b. USARAK Circular 5-2.

2-2. Problem

As a new commander, one of your goals is to pass all unit inspections. You sit down with your first sergeant and platoon leaders (all in the unit less than 6 months) and ask them about previous unit inspections. They all stare at you with blank faces.

2-3. Background

During the last battalion command and staff meeting, the battalion commander mentioned that he wanted the staff to brief the battalion executive officer on their plans for the upcoming command inspection. During your in-brief with the battalion commander, you remember that he briefly mentioned command inspections. You want to know more about inspections but are not sure where to begin.

2-4. Possible solutions

a. AR 1-201 is the guide for inspections. If you have not had a chance to read the regulation, take the time to do so. USARAK Circular 5-2 goes hand-in-hand with AR 1-201 and clarifies our program.

b. The first step is understanding the organizational inspection program—

(1) Encompasses all inspections conducted by the command and its subordinate elements.

(2) Provides the commander with an organized management tool to identify, prevent, or eliminate problem areas.

(3) Is intended to minimize redundancy, ensure inspections are complementary rather than duplicative, and minimize disruptions to training, maintenance, and other unit activities.

(4) Includes command, staff, and IG inspections; internal audits; and external inspections.

c. As a commander, you should understand the command inspection program process. To assist you, here are a few facts about the organizational inspection program:

(1) The organizational inspection program is a commander's program. The commander must lead and participate in some portion of the inspection for it to count as a command inspection.

(2) It is a scheduled, formal event. Scheduling prevents inspection distracters. The inspecting commander must provide the inspected commander with an assessment of strengths and weaknesses upon completion.

(3) The organizational inspection program includes a comprehensive evaluation of subordinate headquarters and units by the immediate higher commander. The brigade commander inspects separate companies. Battalion commanders inspect their companies.

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2-5. Other actions

- a. Your battalion commander will inspect you on two types of command inspections:
 - (1) The initial command inspection.
 - (2) The subsequent command inspection.
- b. Within 90 days after you assume command, the battalion or brigade headquarters will conduct an initial command inspection on your company. The initial command inspection will ensure that you understand your new unit's strengths and weaknesses. The battalion *will not forward* initial command inspection *results* to higher headquarters or to the IG.
- c. Subsequent command inspections measure progress and reinforce goals and standards established during the initial command inspection. The battalion will normally conduct a subsequent command inspection within 6 to 12 months and *will forward* the *results* to higher headquarters.
- d. Teaching and training is a goal of the organizational inspection program at the company level.

Chapter 3

Inspector General and Reprisals Usage

3-1. Chapter information source

AR 20-1 was the source for information included in this chapter.

3-2. Problem

Private First Class (PFC) Jones approaches you on your open door policy and tells you his squad leader is continually not recommending him for promotion to E4. When PFC Jones mentioned to his squad leader that he would go to the IG for assistance, he was told that, "if he wanted to be a PFC until expiration term of service (ETS), go ahead and call the IG."

3-3. Prohibited activities

- a. Reprisal. Taking or threatening to take any adverse action or withholding a favorable action against a person who lawfully communicates with an IG, Member of Congress, or the Office of Special Counsel is prohibited.
- b. Restricting lawful communication. Restricting anyone in any manner from lawfully communicating with an IG, Member of Congress, or Office of Special Counsel is prohibited.
- c. Making an unlawful communication. Persons subject to this regulation will not knowingly make an unlawful communication, such as a false official statement, to an IG, a Member of Congress, or the Office of Special Counsel.

3-4. Possible solutions

- a. Activities prohibited by AR 20-1 are punitive prohibitions. Soldiers who violate the prohibitions are subject to punishment under Uniform Code of Military Justice.
- b. As part of your inquiry, ensure rights and warnings are given to soldiers suspected of violating the Uniform Code of Military Justice.
- c. Prohibited action violations should be reported to the chain of command or to the local IG. Alternatively, the circumstances may be reported to a higher headquarters IG.
- d. Ensure all the members of your command know that it is wrong to interfere with anyone's right to communicate with an IG, Member of Congress, or the Office of Special Counsel.

3-5. Other actions

As with any other legal action, consult your Staff Judge Advocate.

Chapter 4

Enlisted Promotions

4-1. Chapter information sources

- a. AR 350-1.
- b. AR 600-8-19.
- c. AR 635-200.
- d. Field Manual (FM) 22-101.

4-2. Problem

A review of the enlisted promotion report indicates numerous soldiers fully eligible but not recommended for promotion.

4-3. Background

You assumed command of A Company 2 weeks ago. Your previous duty was the battalion operations and training officer. The first sergeant just brought the C01 roster in for signature. While reviewing it, you notice the names of soldiers (outstanding performers) that you once worked with and know are fully eligible for promotion without waiver. However, they are not recommended for promotion. You ask the first sergeant and he states, "Sir, around here, we set our own standards, because the Army's standards aren't high enough. Bottom line, we only promote the best."

4-4. Possible solutions

a. Find out if higher standards have been set within the company. If so, eliminate those higher standards as a criteria for promotion. AR 350-41, paragraph 9-6 allows commanders to establish Army physical fitness test standards that exceed Army minimum standards. However, personnel who meet Army minimum standards, but fail to meet higher unit standards, may not be punished or disciplined for their failure. Denying promotion can be considered a form of punishment. Other soldiers throughout the Army should be basing promotion recommendations on the requirements contained in AR 600-8-19. Higher standards unnecessarily penalize and put your soldiers behind their peers. Some examples of higher than required standards are 280 or better on Army physical fitness test, expert qualification with their assigned weapon, completion of the 12-mile road march in under 3 hours, etc. However, these can be used as discriminators when granting waivers for promotion.

b. If the soldiers are poor performers, ensure they are properly counseled. Counseling should address promotion, retention, good/bad performance, and if necessary, how to achieve the standard. Counseling should also cover strengths, weaknesses, potential, and professional development. Just because the soldier is fully eligible without waiver, it does not mean you have to promote him. However, you owe the soldier counseling. For privates, AR 600-8-19, paragraph 2-2j states: "Unit commanders will ensure that soldiers who are eligible for advancement, without waiver, but not recommended are counseled in writing." Counseling can be done by the supervisor and will take place initially when the soldier attains eligibility and then periodically (at least every 90 days). For specialist (SPC) through sergeant (SGT), the unit commander will counsel soldiers, in writing, who are eligible for promotion without waiver but not recommended (see AR 600-8-19, table 3-3). Counseling will take place initially when the soldier first reaches the primary zone and periodically thereafter at the commander's discretion.

c. Review your company's counseling program or ask the inspector, during your initial command inspection, to take a hard look at counseling. Use the findings to address problem areas.

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4-5. Other concerns

a. All parties involved (soldier, supervisor, first sergeant/commander, battalion adjutant, command sergeant major/battalion commander, personnel service company) must take an active roll in the promotion process.

b. FM 22-100 states: "The leader who neglects to counsel their subordinates is negligent in their performance of duty."

Chapter 5

Officer and Noncommissioned Officer Evaluation Report Processing

5-1. Chapter information sources

- a. AR 623-105.
- b. AR 623-205.

5-2. Problem

During your in-brief with the battalion commander, his main concern was the late NCO and officer evaluation reports that have been coming out of the company of which you just took command.

5-3. Background

The previous commander and first sergeant were given 3 months to get a handle on NCO and officer evaluation report timeliness in the company. It appeared that everything was under control until three change of rater NCO evaluation reports and one officer evaluation report came to the battalion commander late for signature. Both the commander and first sergeant recently had permanent changes of station. Since taking over, you and your new first sergeant feel strongly that this must be corrected immediately.

5-4. Possible solutions

- a. Ensure there is a published rating scheme for the company that includes all SGTs and above. It should correspond as near as possible to the chain of command and supervision within the unit. For NCOs, the rating scheme should be by name (not position), showing the ratee, rater, senior rater, and reviewer along with each rating official's effective date. For officers, rating schemes are drawn up by name, showing each rating official with their effective date. Effective dates are important for determining rated time.
- b. Ensure that rating officials are qualified and know their responsibilities. This requirement includes timely counseling. Initial face-to-face counseling is required for both officers and enlisted personnel within the first 30 days. Both officers and enlisted personnel are counseled every 3 months thereafter. The rated individual and their rater continually assess whether the duty description and performance objectives are adequate. Besides being mandatory, counseling is necessary to be successful and meet standards and objectives. You will find that reports are easy when proper counseling is done.
- c. Annual reports normally close 12 months after the last report ending date. Position and duty changes almost always generate the need for a report, both for the person moving and those they are rating.

5-5. Other actions

- a. You may also wish to address NCO and officer evaluation report preparation and timeliness during officer or NCO professional development classes. This serves to heighten the leader's awareness of evaluation report impact on their own career as well as that of subordinates. Additionally, stress that subordinates must take the initiative to prod the system when they see changes occur that will affect their careers and records.
- b. Remember, if you, as the commander or first sergeant, place emphasis in this area, so will your subordinate leaders.

Chapter 6

Leave and Pass Procedures

6-1. Chapter information source

AR 600-8-10 was the source for information included in this chapter.

6-2. Problem

PFC Jones submitted a request for 20 days leave. You approved it 1 month ago. Yesterday, PFC Jones failed to complete the 6-mile road march within the required time limit. Because of this, you are considering canceling his leave until he successfully completes the road march.

6-3. Background

PFC Jones, in your opinion, lacks motivation. Readiness and physical conditioning are stressed from the brigade commander down to the squad leader. There is an unwritten company policy in force that if you fail or are overdue for an Army physical fitness test, road march, weapon qualification, or 4-mile run you will not be granted leave. Because of this policy, your company consistently maintains the highest standards within the brigade. PFC Jones' leave was supposed to start this coming Monday.

6-4. Possible solutions

First, realize that leave for soldiers is governed by Title 10, United States Code (federal law). As the commander, you are responsible for the execution of an aggressive leave program, so do not impose anything that would work against your program (see AR 600-8-10, para 1-4j).

- a. Counsel the soldier and set a date for retesting; hold the immediate supervisor responsible for the train-up period.
- b. Allow the soldier to go on leave as scheduled; deal with the road march upon return.
- c. Separate your training program from your annual leave program; it is designed to provide maximum opportunity for all soldiers to take leave.

6-5. Other concerns

- a. Commanders will encourage and assist all soldiers in using, on the average, their entire 30 days leave each year.
- b. Do not unnecessarily deny leave to key persons engaged in important activities.
- c. Counsel soldiers on the command annual leave program when they refuse to take leave when the opportunity is afforded them. Soldiers have an obligation to execute military programs and policies.
- d. If practical, soldiers married to each other will be granted leave concurrently, if desired by the soldiers.
- e. Excess leave is expensive and may place the soldier in a "no pay due" status. Closely monitor advance and excess leave. Advance leave over 30 days, whether it can be accrued before ETS or not, is excess and will be charged accordingly.
- f. AR 600-8-10, paragraph 2-2(c) lists important leave periods.
- g. Avoid the perception of double standards in your leave program.

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h. The portion of time away from duty that exceeds a pass period must be charged as leave. For example, PFC Jones was granted a special 4-day pass, Saturday through Tuesday. On Tuesday, he calls the unit and states his car broke down and it is being fixed. He can return on Wednesday. Wednesday must be charged as leave. Do not charge the entire period of absence as leave (see AR 600-8-10, para 12-37).

i. Review the Unit Commander's Finance Report, Joint Uniform Military Pay System Leave Transaction Input Report (leaves only), and Joint Uniform Military Pay System Transaction Input Report (all finance actions). These reports will help you ensure soldiers are being charged for leave properly.

j. Consecutive overseas tours (COT) is chargeable leave granted together with Army-funded transoceanic travel and transportation per United States Code 411b. COT leave will be used between the two tours of duty or the soldier may defer COT leave for personal reasons or the losing or gaining commander may defer COT leave due to military necessity. COT leave must be used between the two tours of duty when soldier's permanent change of station requires the soldier or dependents to traverse through the continental United States, unless the losing or gaining commander defers COT leave due to military necessity. (See AR 600-8-10, para 4-17.)

Chapter 7

Favorable Personnel Action Suspensions (Flags)

7-1. Chapter information sources

- a. AR 600-8-2.
- b. AR 600-8-19.
- c. AR 635-200.

7-2. Problem

Two months ago Corporal (Promotable) (CPL(P)) Jones received a field grade Article 15 for being disrespectful to a senior NCO.

7-3. Background

CPL(P) Jones, in your opinion, is one of the most outstanding junior NCOs in the company. Because of how strongly his chain of command supported him, they expressed this to the battalion commander and his punishment was forfeiture of \$400.00 pay per month for 2 months, suspended for 6 months. You remember signing the DA Form 268 (Report to Suspend Favorable Personnel Actions (Flags)) nearly 3 months ago. However, you received promotion orders promoting him to SGT effective the first of next month.

7-4. Possible solutions

Check the suspension of favorable personnel actions roster to see if CPL(P) Jones is flagged in the system. The suspended punishment is the reason for the flag. Notify the order issuing authority that the soldier is flagged so the orders may be revoked. This situation could have been caused by the standard installation/division personnel system clerk not doing the transaction to update the database or by not providing copies of the DA Form 268 to the flagged records section or finance. When a promotion is delayed due to a flag, the effective date is determined by how the flag is closed.

- a. If closed as "favorable," and the soldier would have been promoted while the flag was in effect, and was otherwise eligible, the effective date and date of rank will be that of his peers. Promotion is retroactive to the date the soldier would have been promoted if not flagged.
- b. If closed as "unfavorable," the effective date and date of rank will be the effective date of the flag removal.
- c. If closed as "other," the effective date and date of rank will be the effective date of the flag removal.

7-5. Other concerns

- a. Review the flag report monthly to ensure that only those soldiers who should be flagged are actually flagged.
- b. A flag alone will not hold a soldier past his/her ETS. A soldier may be held past ETS when an investigation has begun with a view toward court-martial or charges have been preferred. See AR 635-200, chapter 1, section IV.
- c. Stress timeliness and accuracy to the clerks who handle the flagging actions.
- d. The flag roster is marked "For Official Use Only;" ensure it is handled as such.

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e. The soldier must be informed when a flag is initiated or removed. A good way to do this may be by counseling him and providing him a copy. You can also keep a suspense copy until you verify it as posted.

f. There are special requirements for soldiers who were previously flagged for being overweight. The roster will show soldiers who were enrolled and were successfully released from the weight control program within the previous 36 months.

g. In most cases, flags prohibit favorable personnel actions, however, there are some exceptions. For example:

(1) Army physical fitness test flags block promotion, reenlistment, and extension only.

(2) Weight control flags block school attendance, promotion, assumption of command, reenlistment, and extension only.

(3) Retirement awards and decorations for valor may be processed and presented to flagged soldiers.

(4) Only under limited circumstances, that is, criminal investigation, will a flag stop leave. Consult with the Staff Judge Advocate before denying leave in this case.

Chapter 8

Bars to Reenlistment

8-1. Chapter information sources

- a. AR 601-280.
- b. AR 635-200.

8-2. Problem

SPC Jones decided to reenlist 95 days before ETS.

8-3. Background

SPC Jones has been in your unit for about 1 year. From the day he arrived, he has made it clear to everyone that he will ETS as soon as his 3 years are finished. During the 6 months before his ETS, he became a substandard performer and a pain in everybody's side. Since SPC Jones was determined to ETS, his supervisors did not take appropriate action (such as counseling). His reenlistment window closes in 5 days.

8-4. Possible solutions

First, realize that a bar may be initiated without regard to a soldier's ETS or his reenlistment intent. However, by not taking action earlier, you have defeated the main purpose of counseling and initiating the bar, which is to get the soldier's attention and allow him the opportunity to overcome the deficiency. Due to peer pressure, some junior soldiers don't admit they like the Army and intend to reenlist. By not documenting performance, the soldier may feel that his work is satisfactory. Therefore, the solution may be to—

- a. Initiate the bar and explain on the certificate why action was not taken earlier.
- b. Allow the soldier to reenlist and start proper counseling. If counseling does not work, initiate and approve the bar. Review as required and initiate separation proceedings if performance does not improve.

8-5. Other considerations

- a. Commanders will initiate a bar to reenlistment or separation proceedings against soldiers who—
 - (1) Do not make satisfactory progress in the Army weight control program.
 - (2) Fail two consecutive Army physical fitness tests.
 - (3) Are removed for cause from NCO courses.
 - (4) See AR 601-280, paragraph 6-4 for other examples.
- b. The appropriate commander will review approved bars at least every 3 months (the old requirement was every 6 months).
- c. Use a DA Form 4856 (General Counseling Form) to document reviews and inform soldiers that the bar has been reviewed, removed, or will remain in effect. Soldiers will be informed that after the second 3-month review, separation proceedings will be initiated unless the bar is removed (see AR 601-280, para 6-5i(6)).

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d. Familiarize yourself with AR 601-280, and seek advice from company, battalion, and brigade reenlistment personnel.

Chapter 9

Administrative Actions Available Instead of the Uniform Code of Military Justice

9-1. Chapter information sources

- a. AR 27-10.
- b. AR 600-8-2.
- c. AR 600-8-10.
- d. AR 600-8-24.
- e. AR 600-15.
- f. AR 600-37.
- g. AR 601-280.
- h. AR 635-200.

9-2. Problem

Private E2 (PV2) Jones has three letters of indebtedness from the installation clothing sales store for missed monthly payments. The soldier's squad leader and platoon sergeant have counseled him accordingly but the letters keep arriving.

9-3. Background

PV2 Jones is new to your unit, but has been there long enough for you to know he really enjoys being a soldier. His platoon sergeant has had nothing but praise for him as a field soldier but has told you and the first sergeant that PV2 Jones seems to have trouble maintaining his finances properly.

9-4. Discussion

a. Commanders will not tolerate irresponsibility, neglect, dishonesty, or evasiveness. If a soldier is not trying to resolve unpaid debts promptly, or complaints of repeated failure to pay debts are received, the commander will take timely action. All leaders have a responsibility to take appropriate action in any case where a soldier's conduct violates good order and military discipline.

b. "Nonpunitive" measures (as opposed to "nonjudicial" punishment under Article 15) usually deal with misconduct resulting from simple neglect, forgetfulness, laziness, inattention to instructions, sloppy habits, immaturity, difficulty in adjusting to disciplined military life, and similar deficiencies. These measures are primarily tools for teaching proper conduct and performance standards and do not constitute punishment. Included among nonpunitive measures are: pass or other privilege denials, counseling, administrative reduction in grade, administrative reprimands and admonitions, extra training, bar to reenlistment; and military occupational specialty reclassification.

9-5. Possible solutions

- a. Remember, any corrective training (see chap 18) must be directly related to the noted deficiency.
- b. Make a note to discuss the incident with the soldier's complete supervisory chain.

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9-6. Other possible actions

a. Require the soldier's supervisory chain to counsel him, in writing. Have the supervisory chain look for other circumstances causing the problem.

b. Admonitions and reprimands represent another corrective tool available to the commander. Admonitions serve as a warning that the soldier did something that should not be repeated. A reprimand is more serious than an admonition and is more of a "chewing out" for failing to comply with orders or regulations. Either may be verbal or written.

c. These are only a few of the options available to the commander short of nonjudicial punishment. Seek guidance from your Staff Judge Advocate any time you have questions pertaining to legal issues.

d. Have the supervisory chain of command get the soldier into financial management counseling. Army Community Services affords the following options:

(1) Per Executive Orders 12160 and 12606, one of Army Community Service's primary missions is to provide a consumer affairs and financial assistance program that delivers counseling to soldiers and family members. Department of Defense Directive (DODD) 1344.9 requires military departments to provide educational programs on credit and personal and financial management. AR 210-7 requires commanders to provide soldiers and families with classes on personal finance and insurance. AR 210-60 requires training for soldiers in checkbook management and financial counseling. AR 608-1, chapter 9 covers all aspects of the consumer affairs and financial assistance program; paragraph 9-3c(4)(a) requires that Army Community Service train unit leaders to train first-term enlisted personnel in basic personal financial readiness and soldier money management; and paragraph 9-3c(5) requires that Army Community Service assist unit commanders and leaders in establishing and providing a mandatory program per AR 210-60.

(2) Army Community Service has recurring monthly training on various consumer affairs and financial assistance program topics. They are happy to provide unit training. The Army Community Service consumer affairs and financial assistance program manager will negotiate directly with creditors for soldiers to arrange a mutually acceptable solution to financial difficulties. Each unit has an assigned Army Community Service unit service coordinator. Commanders can work with their unit service coordinator to schedule training or can refer a soldier to Army Community Service to review the family's financial management practices.

(3) When a soldier has more debt than can be managed, Army Community Service has a standing agreement with Consumer Credit Counseling, a nonprofit agency with offices in every major city, to set up a debt liquidation program. Debt liquidation is a very powerful tool. After referral from Army Community Service, Consumer Credit Counseling will negotiate with each creditor to arrange a payment schedule the soldier can afford. Often Consumer Credit Counseling succeeds in getting the interest reduced or forgiven. However, soldiers enrolled in Consumer Credit Counseling must agree to have Consumer Credit Counseling manage all financial affairs until resolution and are put on an allowance.

(4) Consumer Credit Counseling numbers and addresses for Anchorage and Fairbanks are listed below. Soldiers at Fort Greely must use the Fairbanks office.

Anchorage

Consumer Credit Counseling Service of Alaska
208 East 4th Avenue
Anchorage, Alaska 99501
(907) 279-6501

Fairbanks

Consumer Credit Counseling Service of Alaska, Inc.
250 Cushman Street, Suite 4B
Fairbanks, Alaska 99701
(907) 451-8303

e. Refer the soldier to the legal assistance office for counsel regarding potential legal remedies to debt problems.

Chapter 10

Administrative Discharge Actions

10-1. Chapter information sources

- a. AR 350-41.
- b. AR 600-8-24.
- c. AR 601-280.
- d. AR 635-200.
- e. USARAK Regulation 350-1.

10-2. Problem

SPC Smith failed two consecutive Army physical fitness tests within 90-days. You feel as though SPC Smith is an average soldier and is not putting 100 percent effort in training for the Army physical fitness test.

10-3. Background

SPC Smith has been in your unit for about 4 months. SPC Smith failed the initial Army physical fitness test when he arrived to the unit. You counseled him on the requirement to pass an Army physical fitness test within 30 days of arriving to the unit and administered a flag. Additionally, you counseled him about the possibility of being barred from reenlistment or being separated from service if he fails two consecutive Army physical fitness tests.

10-4. Possible solutions

AR 350-41, paragraph 9-9b requires either a bar to reenlistment or separation from service after two consecutive Army physical fitness test failures. If you feel the soldier's substandard performance can be corrected with additional training, you can bar the soldier from reenlisting and give the soldier additional time to prepare. The options available are—

- a. Initiate separation.
- b. Bar the soldier from reenlistment and make your final decision when the bar is reviewed.

10-5. Other considerations

a. Soldiers, without medical profiles, who repeatedly fail the Army physical fitness test, will be either barred from reenlistment (see AR 601-280 for enlisted soldiers) or processed for separation from service (see AR 635-200 (enlisted) or AR 600-8-24 (officers)).

b. Personnel on temporary profile will be allowed twice the length of the profile period (up to 90 days) to train before testing. (See USARAK Regulation 350-1, para 5-7a.)

c. Corrective physical fitness training must be scheduled outside of regular duty hours and conducted under proper supervision. It will not be punitive or oppressive in nature. Care must be exercised to apply corrective physical fitness training only when there is a reasonable relationship to soldiers' weaknesses. (See USARAK Regulation 350-1, para 5-8a.)

Chapter 11

Unit Commander's Finance Report

11-1. Chapter information source

AR 608-99 was the source for information included in this chapter.

11-2. Problem

You receive complaints of nonsupport from Mrs. Money and the local IG office stating that PFC Money has stopped making support payments. She and the children have moved back to Louisiana.

11-3. Background

Per AR 608-99, the commander must counsel the soldier regarding the complaint and ensure that the soldier is fulfilling regulatory support obligations. In addition, the commander should review the unit commander's finance report and determine whether the soldier is receiving basic allowance for quarters with dependents. Department of Defense (DOD) Financial Management Report, paragraph 30236, states: "Failure to support a dependent, on whose behalf basic allowance for quarters is being received, will result in nonentitlement to basic allowance for quarters and recoupment of periods of nonsupport or inadequate support." It is important to note that the commander's finance report does not identify each allotment for the commander. For specific details, the commander must review the soldier's leave and earning statement or ask the soldier.

11-4. Possible solutions

The unit commander's finance report can tell you if the soldier draws basic allowance for quarters, what type of basic allowance for quarters, and a total of the soldier's allotments and savings bonds. The leave and earnings statement lists the specific allotments.

11-5. Other actions

a. The unit commander's finance report is published monthly by unit indicator code and should come to the unit with the leave and earnings statements. The report provides a roster of financial information including soldier's grade, net pay, allotments, basic allowance for quarters, basic allowance for subsistence, variable housing allowance, leave balance, and a variety of other useful information. If supervisors review this report monthly, they can identify problems before they become too big for the command to resolve.

b. A family budget review by an Army Community Service consumer affairs and financial assistance program representative with information provided to the commander may be a good idea.

Chapter 12

Pay Inquiries

12-1. Chapter information sources

- a. AR 37-104-4.
- b. AR 600-38.
- c. DA Pamphlet 600-8.

12-2. Problem

Staff Sergeant (SSG) Smith informs you that none of his soldiers received basic allowance for subsistence in their end of the month paycheck. These soldiers plan on going home during an upcoming 4-day weekend and need their money.

12-3. Background

The majority of SSG Smith's squad was deployed from the first to the tenth of the month. SSG Smith had drawn field meal cards for his soldiers on basic allowance for subsistence and had promptly turned the meal cards in to the battalion adjutant upon return. The company commander completed a closing report to the training officer. One of the squad members had family members arrive on the tenth of the month. This soldier moved from the barracks to quarters that same day.

12-4. Possible solutions

If the personnel and administration center finance/unit transmittal clerk finds there was a DA Form 4187 (Personnel Action) submitted to finance, they need to check the daily transaction listing to see if finance input the transaction. (The daily transaction listing is the personnel and administration center's tool to cross check the unit transaction listing to see what has been input and what has not.) The clerk should then call finance to see if the transaction will "hit" mid-month or end-of-month pay. If, on the other hand, the DA Form 4187 has not been submitted, it should be immediately. If the DA Form 4187 has been submitted and the transaction did not appear on the daily transaction listing, the finance/unit transaction listing clerk needs to find out from finance why the document has not been input.

12-5. Other actions

a. Periodically review your soldiers' leave and earnings statements and the unit commander's finance report. Check for no pay dues, excessive amounts of leave, indebtedness, allotments (especially if you know a soldier is paying support), and anything else that may look out of place (e.g., leave not charged when you know the unit was on maximum leave and everybody else was charged).

b. Basic allowance for subsistence will not be paid when the member is in a non-pay status (SJ-AWOL, SK-CONFINEMENT, and SP-DEserter) regardless of the type of basic allowance for subsistence. For field duty periods after 31 December 1997, the Defense Joint Military Pay System will pay partial basic allowance for subsistence.

c. The example cited is only one form of a pay inquiry. Knowing your soldiers' personal situations can hold off a lot of potential problems.

Chapter 13

Absentee Reporting and Personal Property Procedures

13-1. Chapter information sources

- a. AR 190-9.
- b. AR 630-10.
- c. AR 700-84.
- d. AR 735-5.
- e. DA Pamphlet 600-8.
- f. DA Pamphlet 710-2-1.

13-2. Problem

A platoon sergeant just reported that PV2 Tucker is not present for duty and cannot be located in the company area. He hasn't been seen since the evening before and you believe he is absent without leave.

13-3. Background

PV2 Tucker recently graduated from advance individual training. He is having trouble adapting to life in Alaska, and the platoon sergeant has been regularly counseling him about correcting his attitude and getting on with the mission.

13-4. Possible solutions

Unit commanders will—

- a. Report absent personnel within 24 hours, including notifying the installation provost marshal within 48 hours after a soldier is reported absent without leave.
- b. Complete DA Form 4384 (Commander's Report of Inquiry/Unauthorized Absence) and DA Form 2823 (Sworn Statement).
- c. Notify the soldier's next of kin by letter mailed on the tenth day of absence without leave.
- d. Submit the dropped from rolls packet when the soldier has been absent without leave for 30 consecutive days, not more than 30 days after the absent without leave date. Other instances of when to drop a soldier from the rolls are listed in AR 630-10, paragraph 3-2.
- e. Ensure certified copies of DA Form 4187, Defense Department (DD) Form 458 (Charge Sheet), and DD Form 553 (Deserter/Absentee Wanted by the Army Forces) are sent to the Commander, United States Army Enlisted Records and Evaluation Center, Attention: PCRE-RD (United States Army Deserter Information Point), Fort Benjamin Harrison, Indiana 46249-5301 within 48 hours after a soldier has been dropped from the unit rolls. A copy of the DD Form 553 will be forwarded to the provost marshal within the same time frame.

13-5. Other actions

- a. The abandoned property of a member absent from the unit without authority will be inventoried without delay. These procedures apply only if the enlisted soldier resides in troop billets.

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b. The unit commander will designate a commissioned officer, warrant officer, or NCO (E5 through E9) to conduct the inventory. The inventory officer will ensure abandoned clothes actually belong to the absent soldier. A witness is also required.

c. The inventory officer will—

(1) Make sure clothing is not exchanged.

(2) Prepare a DA Form 3078 (Personnel Clothing Request).

(3) Ensure that the witness, unit commander, or designated representative verify and initial DA Form 3078.

(4) Place the original copy of the inventory in the soldier's duffel bag and retain three copies in the unit's suspense file.

(5) Place inventoried property in a secured storage area.

d. When an enlisted soldier is dropped from the rolls, see AR 700-84, paragraph 12-13 for clothing and personal effects disposition.

e. Common Table of Allowances (CTA) 50-900 items will be accounted for per DA Pamphlet 710-2-1, paragraph 10-15 and AR 735-5, paragraph 13-2; this also includes installation property. Missing or destroyed property must be accounted for by the mandatory initiation of a report of survey.

Chapter 14

Property Book Inventories

14-1. Chapter information sources

- a. AR 710-2.
- b. Unit Supply Update 14 was the source for information included in this chapter.

14-2. Problem

You have just left the battalion executive officer's office. You feel as though you are 5 pounds lighter, having just been royally chewed out for failing to turn in cyclic inventories for the past 2 months.

14-3. Background

You assumed command 6 months ago, conducted your change of command inventory, and signed for your property. The first day you visited the supply sergeant to discuss hand receipts and inventories, he was quick to put your mind at rest. "Don't worry sir," he said, "I have everything under control. I have been in supply for 16 years and I know the regulations by memory. You just leave everything to me." So you did, and now discover, well maybe, that hasn't been the best decision of your command.

14-4. Possible solutions

- a. Sit down with the property book officer and discuss exactly how to go about doing a cyclic inventory. The property book officer can tell you if they are using monthly (10 percent), quarterly (25 percent), or semiannually (50 percent) inventories. The property book officer can help you come up with a plan and give you some insight on how to do the inventory and what to avoid.
- b. Have your supply sergeant bring you a copy of all your subhand receipts so you can see if any need to be updated. Temporary hand receipts are only good for 30 days (see AR 710-2, para 2-10g(3)). After that, the item must be turned in or a permanent hand receipt issued.
- c. Take a look at your long and short range training calendar. Identify times when you can do inventories so that unit training is least disrupted. You need to determine what items need to be inventoried and send out a memorandum to the hand receipt holders telling them when and how the inventory will be done. Include the inventory on your training schedule.
- d. Inventory the required items with the subhand receipt holders, making sure of the item identity. Check the item's condition and note any damage or possible problems. Check all end items, refer to the proper technical manual (TM) or supply catalog for a component listing. Verify serial numbered items. List any shortages or overages. You may need to consult with the property book officer during this process if you run into any problems or have any questions.
- e. Prepare a memorandum of the items inventoried and your inventory results. DA Pamphlet 710-2-1, figure 9-2 shows a sample cyclic inventory memorandum.

14-5. Other items of interest

- a. As the commander, you are responsible for ensuring property—
 - (1) Accounting is complete and accurate.
 - (2) Is on hand and serviceable.

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(3) Is safeguarded per AR 710-2, paragraph 2-12.

b. Do not wait until your change of command is 60 days away. Inventories start 30 days before you take command and continue until the guidon is passed. Of the 17 types of inventories listed in AR 710-2, table 2-1, commanders will be involved in 15.

c. Installation property inventories are equally as important as unit property inventories. Under installation property there are several other categories of property. There is real property, training and audio visual support property, and furnishings management office property in your company area. Each one of these offices has a different requirement for updating hand receipts. It is the commander's responsibility to contact the chief of that particular property book office and update their hand receipts. The following guidelines exist in USARAK (subject to change):

(1) Real property: upon change of hand receipt holder.

(2) Audiovisual support property: every 180 days.

(3) Furnishings management office property: every 180 days

d. Commanders are reminded of the obligation to reconcile hand receipts before assumption of division ready brigade and or deployments.

Chapter 15

Property Book Adjustments

15-1. Chapter information source

AR 735-5 was the source for information included in this chapter.

15-2. Problem

During a periodic inventory of your hand receipt, you determine that SGT Doe cannot account for several items on his subhand receipt.

15-3. Background

You assumed command 2 months ago and began inventorying 10 percent of your hand receipt on a monthly basis. You inventory all like-items on the same day to prevent subhand receipt holders from swapping to cover shortages. When you inventory SGT Doe's equipment, he cannot account for several items and can offer no explanation for where they are. You recently returned from a field problem.

15-4. Possible solutions

a. Determine as many facts surrounding the loss as you can. Try to determine negligence and the dollar amount of the loss. Consult AR 735-5, tables 12-1 and 12-2 for mandatory reports of survey instances.

b. If the lost property is not a sensitive item, SGT Doe admits liability, and the cost is less than 1 month's pay, you can prepare a DD Form 1131 (Cash Collection Voucher) or DD Form 362 (Statement of Charges/Cash Collection Voucher) to recover the loss to the government. These forms will also act as adjustment documents for your hand receipt. Your supply officer will assist in preparing these forms. Also, depending on the type of property involved, a cash purchase may be authorized.

c. If SGT Doe will not admit liability, a report of survey is mandatory (AR 735-5, table 12-1 and para 13-2a(1)). Before you begin the report of survey, contact your supply officer for assistance. However, do not delay initiating the survey while awaiting guidance since it must be forwarded to the appointing/ approving authority within 15 days of the loss discovery date.

d. As the hand receipt holder, you will prepare the DA Form 4697 (Department of the Army Report of Survey), blocks 1 and 3 through 12 (leave block 2 blank). You will provide a detailed description of the circumstances of the loss in block 11. This will permit the appointing authority to determine if an investigating officer is required or if liability or relief from accountability is appropriate. The extra time spent in preparing this section of the report may avoid the need for a survey officer. Once this is done, the responsibility for the survey shifts from you, the hand receipt holder, to the appointing/approving authority, whether or not an investigation is conducted.

15-5. Other actions

a. Don't threaten the soldier if she/he will not admit liability. The regulation provides for a relief method.

b. In your fact finding, determine if the soldier violated anything covered under the Uniform Code of Military Justice. This review may provide you with grounds for administrative or Uniform Code of Military Justice action later. However, keep this separate from the relief from accountability process under AR 735-5. Consult with the Staff Judge Advocate for military justice matters.

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c. Don't step on your soldier's rights or due process under the regulation. The soldier has the right to legal assistance and has certain time limits to respond. AR 735-5, figure 13-18 provides a detailed checklist for reports of survey; follow the checklist in the order presented.

d. If one of your subordinates is appointed as an investigating officer for another unit, those duties are their *primary* duties until completion by the approving authority or until otherwise relieved from those duties (see AR 735-5, para 13-29).

e. Diligent accountability procedures throughout the course of your command can assist you in avoiding the embarrassment of a major survey as you prepare to depart command. AR 710-2, table B-1 can assist you in this effort.

f. Have the surveying officer consult with the administrative law section of your Staff Judge Advocate before beginning the survey.

Chapter 16

Training Meeting Conduction

16-1. Chapter information sources

- a. FM 25-101.
- b. Training Circular (TC) 25-30.
- c. USARAK Regulation 350-1.

16-2. Problem

In your first week of command, your first sergeant tells you that you have to lead the company training meeting. Your only other experience with this is as a company executive officer 5 years ago.

16-3. Background

Training meetings are mandatory at both battalion and company level. They provide the guidance for forming training schedules. Well-conducted training meetings result in training that is well structured and meets the unit's mission requirements.

16-4. Possible solutions

- a. Before the meeting, review—
 - (1) The unit mission essential task list with current assessment.
 - (2) The unit long range training plan.
 - (3) Your training objectives for the unit.
 - (4) The training accomplished in the past 3-6 months.
 - (5) Near term (next 6 weeks) training schedules.
 - (6) The agenda for the meeting.
 - (7) FM 25-101, pages 3-28 through 3-30.
 - (8) Your battalion's training guidance.
 - (9) The unit status report.
- b. Develop a training meeting worksheet.
- c. Go into the training meeting with a focus on resolving issues that affect the specifics of training to be conducted in the near term. Additionally, listen to your subordinates on how they see the unit progressing toward the objectives set for mission essential tasks. Solicit input as to whether any particular training events are even needed. It does little good to train on a task already perfected while other tasks languish. However, this needs to be tempered by the overall training objectives established by the command.
- d. Don't allow the meeting to degenerate into one-way communication where subordinates are told what to do and how to do it. Two-way dialog is the key to achieving clear assessments and establishing

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priorities for training. Additionally, focus only on training issues and issues that detract from the ability to train. Don't allow the meeting to become one where administrative tasks are routinely handed out to soldiers.

e. Above all, ensure the training focus is on the mission essential task list when locking in the out weeks. You can do this most effectively by understanding the basics established in FM 25-101. Start by thoroughly reviewing the section on training meetings and then going back and reviewing the mission-essential task list, guidance, and objectives. A good understanding of the process will help keep your focus.

f. Consult with your battalion training officer. The training officer can offer assistance in developing your agenda and objectives.

Chapter 17

Physical Training Program for Profiles

17-1. Chapter information sources

- a. AR 40-501.
- b. AR 350-41.
- c. FM 21-20.
- d. USARAK Regulation 350-1.

17-2. Problem

PFC Jones returned from sick call with a medical limiting profile on his left knee (DA Form 3349 (Physical Profile)).

17-3. Background

PFC Jones has always succeeded in attaining a high score on Army physical fitness test. During a recent field exercise he received a left knee injury but did not seek medical attention until he fell out of a run complaining of pain.

17-4. Possible solutions

a. Start by reviewing soldier's profile limitations. Personnel identified with medically limiting defects shall be placed in a rehabilitative program consistent with their limitations as advised by medical authorities and supervised by the commander. However, all soldiers having a profile should take part in as much of the regular fitness program as possible.

b. For individuals with limiting profiles, commanders will develop physical fitness programs in cooperation with health care personnel. If questions arise about profile limitations, contact the profiling physician; this is key. A commander must have a clear understanding of the condition and only the profiling officer can provide that. Establish and maintain communication with your medical personnel to avoid making the condition worse. Once the soldier has the profile, do not put him in the middle of that communication link. If you believe the profile is inappropriate or does not accurately state the condition, relay these concerns to the profiling physicians; they may alter the profile based on different information.

c. Once the profile is lifted, the soldier must be given twice the time of the profile (but not more than 90 days) to train for the Army physical fitness test. For example, if the profile period was 7 days, the soldier has 14 days to train for the Army physical fitness test after the profile period ends. If a normally scheduled Army physical fitness test occurs during the profile period, the soldier should be given a mandatory make-up date.

17-5. Other actions

a. FM 21-20, chapter 2 describes some aerobic activities the soldier can do to maintain cardiorespiratory fitness when running is not possible.

b. FM 21-20, chapter 3 shows how to strengthen each body part. Applying this information should allow some strength training to continue even when body parts are injured. The same principle applies to flexibility. The profiling physician may also recommend physical therapy.

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c. FM 21-20, chapter 4 states that medical treatment and rehabilitation should be aimed at restoring the soldier to a suitable level of physical fitness.

d. Master fitness trainers can help profiled soldiers by explaining alternative exercises and how to perform them safely under the limitations of their profile. Caution: master fitness trainers are not, however, trained to diagnose injuries or prescribe rehabilitative exercise programs; only qualified medical personnel can do this.

e. Activity levels of soldiers usually decrease while they are recovering. As a result, they should pay special attention to their diet to avoid gaining body fat.

f. With medical supervision, proper diet, and the right physical training programs, soldiers should be able to overcome their non-permanent physical profiles and return to their normal routines and fitness levels.

g. If a soldier cannot overcome the profile, discuss reclassification and medical or physical evaluation boards with medical and personnel specialists.

Chapter 18

Additional and Corrective Training

18-1. Chapter information sources

- a. AR 600-20.
- b. FM 27-1.
- c. USARAK Regulation 350-1.

18-2. Problem

PFC Jones has fallen out of the company physical training runs three out of the last five times. He has no problem with any other portion of physical training. He finishes the run with the straggler control NCO.

18-3. Background

In your opinion, PFC Jones is a good soldier who tries hard but is not able to meet the standard. However, you believe he can be trained/motivated to be good performer.

18-4. Possible solutions

a. Make sure the soldier's physical profile has not changed due to any injury or sickness. If it has, then the problem may only be temporary and will pass when the soldier is healed. If the problem is related to an attitude, not an injury, then a different leadership approach must be taken to address this situation.

b. Corrective training is defined in FM 27-1, on page 7-2. Corrective training is given when soldiers have demonstrated that they need and would benefit from it. Training must have a reasonable relationship to the soldier's deficiency. Extra training is not to be used as punitive measures and must be distinguished from or prevent the appearance of punishment. If soldiers perceive the training as punishment, all training and instruction is degraded and the value jeopardized. All command levels must ensure that training is not used in an oppressive manner to evade procedural provisions of imposing nonjudicial punishment under the Uniform Code of Military Justice, Article 15.

c. AR 600-20, paragraph 4-6 addresses all of the above issues. Corrective measures may be taken after normal duty hours. Corrective training should continue only until the deficiency is overcome. Authority to use corrective measures is part of the inherent powers of command.

d. Regarding physical fitness training, additional and corrective training are two different programs. The additional program is for the soldiers who can not achieve a unit fitness standard. The corrective program is for soldiers who cannot achieve Army fitness standards (see USARAK Regulation 350-1, para 5-8).

18-5. Other actions

As with all training in the Army, NCOs accomplish most of it. This type of training is no exception. The person who notes the shortcoming should normally correct small infractions using on spot corrections. However, continual corrections would indicate a need for more formal training, i.e., additional/corrective training. In most cases, the immediate supervisor will conduct the training. In other cases of corrective training, it is usually done on a one-to-one basis for individual shortcomings. Identifying a soldier for corrective training of a specific shortcoming and then placing them on clean-up detail under the staff duty NCO is totally in contravention with the intent of the immediate supervisor conducting the training and the training deficiency being related to the corrective action. Remember the intent as defined in the cited references.

Chapter 19

Performance Counseling

19-1. Chapter information sources

- a. AR 350-17.
- b. AR 600-8-19.
- c. AR 623-205.
- d. FM 22-100.
- e. FM 22-101.

19-2. Problem

SSG Smith recently had a permanent change of station into a new company and has taken over a squad in the 1st Platoon. His squad has two team leaders, a SGT and a CPL, and squad members who are SPC and below. He looks in the soldiers' files and realizes that there is no counseling program in effect. He cannot find any past counseling record.

19-3. Background

SSG Smith realizes that, due to the lack of counseling, the soldiers may not have any clear goals or performance standards. He knows that a good counseling program is essential for professional leadership development and best maximizes a soldier's advancement potential.

19-4. Possible solutions

a. To have an effective counseling program, counselors must have the skills and tools. The first formal skill training is conducted in the NCO education system in the Primary Leadership Development Course and then built upon in the progressive steps of the education system. The basic concept of counseling addresses three areas: 1) strengths, 2) weaknesses, and 3) professional development. When addressing the strengths and weaknesses, we need to review the 11 leadership principles outlined in FM 22-100, chapter 2, and the nine leadership competencies in FM 22-100, appendix A. Teaching, coaching, and counseling are the fundamental skills of all good counselors. Teaching involves creating the conditions so that someone can learn and develop. Counseling is talking with a person in a way that helps a person solve a problem, correct performance, or improve good performance. Performance counseling focuses on a soldier's behavior as it relates to duty performance and must be in writing, using the correct forms.

b. Performance counseling as outlined in FM 22-101, chapter 3, informs soldiers about their jobs and the expected performance standards, including feedback on actual performance. Soldier performance includes appearance, conduct, mission accomplishment, and the way in which duties are carried out. The purpose of counseling may be to help a soldier maintain or improve a satisfactory performance level or improve performance that is below standard. Good leaders issue clear guidance and then give honest feedback to let soldiers know how they have performed.

c. Honest feedback is essential for motivating soldiers and controlling a unit's performance. The leader first observes the soldier's performance of duty, his/her ability to complete an assignment, and his/her approach to accomplishing a mission. The leader then tells the soldier where he/she stands. Things that have been done well or that show improvement must be praised. The contribution that the soldier's performance has made to the unit should be noted. This action reinforces the importance of his/her duties and helps to foster cohesion. Feedback should also include ways to improve performance.

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d. Performance counseling needs to be done continuously as part of the leader's role as a teacher and as a coach. Unit readiness and mission accomplishment depend on each soldier's ability to perform his duties and to behave properly.

e. Regardless of how it is conducted, performance counseling must be a teaching process with continuous growth and development as its objective. Through personal growth, soldiers realize their full potential. Growth and motivation are stimulated by the challenge of a soldier's job and by the unit leaders' guidance and encouragement.

f. Every soldier must be capable of doing the assigned job. Every duty assignment, therefore, demands a leader's careful consideration. He must know the individual's character, preferences, ambitions, qualifications, and potential.

g. A question of who must be counseled is clearly defined in AR 635-205, paragraph 3-3c. It clearly states face-to-face performance counseling is mandatory for all NCOs, E4 through E9. When counseling NCOs for NCO evaluation report purposes, you must use DA Form 2166-7 (Noncommissioned Officer Evaluation Report (NCOER)) and DA Form 2166-7-1 (NCO Counseling Checklist/Record). The DA Form 2166-7-1 is used by the rater as a guide to prepare, conduct, and record performance counseling sessions with the rated NCO. The DA Form 2166-7 is filled out as far as part III and both forms are used in the initial counseling and subsequent later counseling. Under current regulations that concern counseling for promotion, AR 600-8-19, paragraph 3-12g addresses only SGT through SSG recommendations. Unit commanders will counsel soldiers, in writing, who are eligible for promotion without waivers, but not recommended. Counseling will take place as follows:

(1) Initially when a soldier first reaches the primary zone of consideration.

(2) Periodically thereafter at the discretion of the commander.

h. Counseling frequency is addressed in the above references and the rules are:

(1) For NCOs.

(a) Initial counseling within the first 30 days, using DA Form 2166-7 and DA Form 2166-7-1.

(b) Additional counseling will be conducted at least quarterly (every 3 months) thereafter.

(c) Counseling done between the quarterly requirements is recorded on DA Form 4856 (as per unit standing operating procedures).

(2) For private E1 (PV1) through SPC.

(a) Initial counseling within the first 30 days, using DA Form 4856.

(b) Additional counseling will be conducted monthly, or as needed, also using DA Form 4856.

19-5. Other considerations

a. A good unit counseling program is needed to develop soldiers of all grades to their fullest potential by coaching, teaching, and mentoring them along the professional development path of success. Soldiers should know where they stand as individuals and among their peers in terms of their strengths and weaknesses. They can then adjust and correct, focusing on those traits and principles of leadership that will make them better future leaders. Effective counseling can also help identify those with limited potential.

b. Too often counseling is only a tool that we use to remove soldiers from the military. It should also be a teaching tool to groom young soldiers and leaders to become more effective leaders. If it is done prop-

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erly, only good will come from our efforts to mentor potential leaders and help soldiers to reach their full potential. If it is done improperly, we will foster an environment of underachievers and mediocre leaders. Perhaps the strongest trait we need to possess as counselors is moral courage. We must tell a soldier that his/her weaknesses are unacceptable in today's Army. But even more important, as counselors, we need to be the coaches, teachers, and mentors of those soldiers that we are grooming as our replacements.

Chapter 20

Family Care Plans

20-1. Chapter information source

AR 600-20 was the source for information included in this chapter.

20-2. Problem

As a new commander, you want to be sure that all your soldiers are deployable. You sit behind your new desk and ask your first sergeant, also new, to bring you the company family care plans. The first sergeant looks at you a minute and says, "What family care plans?"

20-3. Background

One of the issues your battalion commander has emphasized to you is family care plans. You are vaguely familiar with family care plans but will have to read up on the regulation to be sure that you do them right. No one in the unit seems to know who needs family care plans.

20-4. Possible solutions

a. AR 600-20 (change 2), paragraph 5-5, describes family care plans. If you haven't had a chance to read through it, take the time to do so. It will pay off in the long run.

b. The first step is to decide who is required to have family care plans. The best way is to use your squad leaders to help you screen your soldiers. You will find these categories listed in the regulation, but for ease of reference, anyone who falls into any of the following categories needs a family care plan:

(1) A pregnant soldier who has no spouse, is divorced, separated, widowed, residing without her spouse, or is married to another service member.

(2) A soldier without a spouse whether divorced, widowed, separated, residing apart from the spouse, or who is married to another service member and has joint or full legal and physical custody of one or more dependents under the age of 19, or an adult dependent incapable of self-care regardless of age.

(3) A soldier includes enlisted, warrant, and commissioned officers.

c. Pregnant soldiers will be counseled per AR 600-8-24 for officers and AR 635-200 for enlisted. They should receive family care plan counseling at least 90 days before the expected delivery date and should have an approved family care plan at least 60 days before the delivery date.

d. As a commander, you will need to be aware of changes involving family members such as a death, disability, legal separation, divorce and the custody of family members, adoption, foster care, guardianship, extended periods of absence by the spouse, etc. Any number of situations can change, causing a requirement for a family care plan.

20-5. Other actions

a. Soldiers permanently changing station to your unit, meeting any of the criteria in paragraph 20-4, will need to be counseled concerning family care plans. They should produce a valid family care plan within 30 days of arrival (this may be extended for an additional 30 days per AR 600-20 (change 2)). The commander is responsible for determining what is valid. It should be detailed enough to convince you it can be implemented with little or no notice. Examples of that detail include transportation specifics for the

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dependents to the temporary guardian (or of the guardian to Alaska), medical power of attorney, identification cards (if required and authorized), and financial arrangements.

b. Recertify family care plans at least annually. This requirement is done during the soldier's birth month, when any change in circumstances require updating the family care plan or when the soldier is mobilized, deployed, or processed for overseas movement. This task should be part of your soldier readiness program processing.

Chapter 21

Referral to the Alcohol and Drug Abuse Prevention and Control Program (also known as the Community Counseling Center)

21-1. Chapter information sources

- a. AR 190-5.
- b. AR 600-85.

21-2. Problem

SPC Doe is arrested by the police for driving while intoxicated. His breath alcohol registered .13.

21-3. Background

SPC Doe is an exceptional soldier, 22 years of age, married, and on the standing promotion list to sergeant. He was arrested for speeding (58 miles per hour in a 40-mile-per-hour zone). At the time of his arrest, he was returning home from a promotion party at a friend's house. He had been drinking alcohol.

21-4. Possible solutions

a. Despite SPC Doe's previous outstanding record, you are left with no choice but to refer him to the alcohol and drug abuse prevention and control program. AR 600-85, paragraph 2-15c(3), states, "All alcohol and driving related incidents will be a mandatory referral for evaluation and education per AR 190-5."

b. The reference will result in an assessment by the Community Counseling Center professional counseling staff. After this assessment, a meeting will be requested with the chain of command and the soldier to discuss the counselor's findings and the possible intervention needs of the soldier (called RTM). The recommendation may be alcohol and drug abuse prevention training, which used to be called Track I. This training is educational only. The referral may also be for more intensive help such as that provided through Track II (outpatient therapy) or Track III (inpatient therapy). These issues will be discussed in detail with the chain of command. Appropriate treatment is the best prevention of future problems. AR 600-85, paragraph 1-9d also states that treatment or education through the alcohol and drug abuse prevention and control program will not be the sole basis for administrative action against the soldier.

c. The fact that he is placed in alcohol and drug abuse prevention and control program should be kept confidential. Normally, only the commander, supervisor, alcohol and drug abuse prevention and control program staff, and SPC Doe need to be aware of the enrollment. This right is protected under the law. As such, do not maintain lists of soldiers in the unit in the program.

21-5. Other actions

a. You will also refer individuals for incidents of family violence involving drugs or alcohol (see AR 600-85, para I-9f) or on the basis of apprehension or investigation by law enforcement authorities. A simple rule is that if a blotter entry indicates alcohol or drug involvement (shown as one of the last entries in the blotter), refer the individual for screening and evaluation. He/she may not be enrolled as a result of the evaluation; the counselors will recommend appropriate action.

b. You will also refer individuals, within 72 hours of notification, if they have tested positive for drugs.

c. All soldiers of the rank of E5 and above, or with over 3 years service, must be processed for separation upon notification of drug abuse. All soldiers will be referred.

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d. Appointments will be made in a way that creates the least interference with duty requirements (see AR 600-85, para 4-10). For this to work in your favor, you must have an open dialogue with the counselors.

e. Get to know your unit alcohol and drug coordinators well. They will work with alcohol and drug abuse prevention and control program personnel to help you have an effective prevention and control program.

f. Commanders are also reminded that, in most cases, soldiers driving under the influence must receive a general officer memorandum of reprimand (see AR 190-5, para 2-7). Coordinate with your Staff Judge Advocate.

g. Courts-martial, chapter actions, or Article 15s are separate issues from treatment. The administrative results of illegal or irresponsible actions do not preclude referral, assessment, nor treatment through the alcohol and drug abuse prevention and control program. Commanders make these decisions with the professional input of the Community Counseling Center staff.

Chapter 22

Army Weight Control Program

22-1. Chapter information sources

- a. AR 350-41.
- b. AR 600-8-2.
- c. AR 600-9.
- d. AR 635-200.

22-2. Problem

Your unit is scheduled for the Army physical fitness test. Minimally, personnel will be weighed when they take the Army physical fitness test or at least every 6 months. That's when you discover SSG Taylor is overweight and exceeds authorized body fat content. SSG Taylor is 31 years old, is 68 inches tall, weighs 200 pounds, and his body fat is 25 percent. SSG Taylor's screening weight is 179 pounds, and his maximum allowable body fat is 24 percent.

22-3. Background

SSG Taylor is the acting platoon sergeant for 1st Platoon and is doing an outstanding job. He is respected by his leaders and peers alike, but is overweight. However, you do not want this to end an otherwise promising career.

22-4. Possible solutions

First, realize that commanders and supervisors are required to monitor all members of their command. Routine weigh-ins should be done at unit level. Commanders should follow the steps of the flow chart process guide for screening and weight control actions as prescribed in AR 600-9, figure 2.

a. Weight control program enrollment starts on the day that the soldier is counseled by the unit commander that they have been entered into a weight control program. Unless health care personnel determine that the condition is due to an underlying associated disease, you must enter them into the program.

b. SSG Taylor will be considered nonpromotable and will not be authorized to attend professional military schools. A suspension of favorable personnel actions will be initiated under AR 600-8-2 for him while he is in the weight control program.

c. SSG Taylor will be placed on the weight control program. After a 6-month dieting and exercise period, if he still has not made satisfactory progress and still exceeds the body fat standards, he will be subject to separation from service under AR 635-200, chapter 18, unless health care personnel determine that the condition is due to an underlying associated disease.

22-5. Other actions

Supervisors are required to provide educational and other motivational programs to encourage personnel to attain and maintain proper weight (body fat) standards.

- a. The maximum allowable percentage of body fat standard should be explained to SSG Taylor.

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b. The commander will recommend nutrition education sessions, conducted by qualified health care personnel, to SSG Taylor. These sessions are required for all soldiers enrolled in a weight control program.

c. SSG Taylor should be linked up with a master fitness trainer even though minimum Army physical fitness test standards are achieved.

d. A safely attainable goal for weight loss for SSG Taylor is 3 to 8 pounds per month. To enable him to lose excess body fat and meet the body fat standards, SSG Taylor will need to decrease 500 calories a day and increase his exercise by 500 calories. Keeping in mind 3500 calories equals 1 pound, this will be a total of 1000 calories a day to attain a weight loss of 1 to 2 pounds a week, which is a safe and reasonable goal. However, if SSG Taylor has an injury that will keep him from exercising, qualified medical personnel must determine what will be an attainable weight loss. Consult with nutrition personnel.

e. The commander will remove SSG Taylor administratively from the weight control program as soon as the body fat standard is achieved.

f. If, within 12 months from the previous program removal date, the commander determines he exceeds the screening table weight and body fat standards with no associated diseases found as the cause, SSG Taylor will be subject to separation from the service.

g. If, after 12 months but before 36 months from the previous program removal date, he is overweight again with no associated diseases found as the cause, SSG Taylor will have 90 days to meet the standards. If still overweight following the 90-day period, SSG Taylor will be subject to separation from the service.

h. A commander does not have to wait for an Army physical fitness test to weigh an individual. If a commander determines that an individual's appearance suggests that body fat may be excessive, a weigh-in can be directed.

i. Finally, there are no "informal" programs. Units that establish such programs always have difficulty taking administrative action at a later date because of a lack of documented counseling and action.

Chapter 23 Physical Profiles

23-1. Chapter information sources

- a. AR 40-501.
- b. AR 600-6.
- c. USARAK Regulation 350-1.

23-2. Problem

PFC Smith just returned from the troop medical clinic with a DD Form 689 (Individual Sick Slip) that states, "Lower Back Pain, No Physical Training, No Field Duty For 30 Days."

23-3. Background

After reviewing the profile, you disagree with the doctor's recommendations. In your opinion, PFC Smith is a marginal performer who has been "riding" sick call to avoid field duty, and you have another field exercise coming up in the next week. However, you believe he can be motivated to be a good soldier.

23-4. Possible solutions

a. First, separate any emotions you may have about the soldier from the case. Then analyze the facts and the situation.

b. Be aware that the sick slip can only be used as a profile for 30-day periods. The profiling officer must use DA Form 3349 for longer periods.

c. Next, be aware that a profile stating "No Field Duty" is an inappropriate medical recommendation and "No Physical Training" is probably not a realistic recommendation. AR 40-501, chapter 7 discusses this at some length.

d. AR 40-501, paragraph 7-3d(2) states: "It is the responsibility of the commander to determine proper assignment and duty based upon knowledge of the soldier's profile, assignment limitations, and the duties of his or her grade." This puts the decision on how to act on the profile recommendation in the commander's jurisdiction. But before you make a decision that may further injure the soldier, consider the following:

(1) What is the extent of the "lower back pain?"

(2) What can PFC Smith do in the field to assist you in performing your mission?

(3) What physical training can PFC Smith do that will not cause further injury (stretching, walking, arm curls)?

e. The commander or first sergeant should contact the profiling officer and determine the exact nature of the injury and come to terms on what PFC Smith can do. Do not send PFC Smith back to the troop medical clinic to get the answers; contact the profiling officer personally. The commander must develop a close working relationship with profiling officials since the commander has more knowledge of the soldier and mission. By putting PFC Smith back in the middle trying to solve the problem, you may only further create confusion. Get the story first-hand.

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23-5. Other actions

a. If you truly suspect malingering, contact the troop medical clinic for a record review. Malingering is punishable under the Uniform Code of Military Justice. Coordinate this with the Staff Judge Advocate if the troop medical clinic also has reason to believe malingering is evident.

b. Do not try to make a public example out of PFC Smith. This action may cause other injured soldiers not to seek treatment for fear of retribution or humiliation at the hands of the chain of command. An absence of treatment may further exacerbate the injury and result in a longer loss of the soldier's services to the command.

c. Give profiled soldiers time to heal. Most want to be good soldiers and do their job. Rarely does a soldier injure himself/herself to get out of work or to cause harassment by the chain of command. Also, recognize that different soldiers heal at different rates.

d. Remember, profiling officers recommend; commanders decide.

Chapter 24

Nonsupport of Family Members

24-1. Chapter information source

AR 608-99 was the source for information included in this chapter.

24-2. Problem

SPC Jones' wife called and told you that her husband abandoned her and is not providing her any support.

24-3. Background

SPC Jones recently moved back into the billets. He used to live in a rented apartment. His supervisor is aware of some family difficulties but has no specifics. In fact, he thought that SPC Jones' wife had left town to go home to her family.

24-4. Possible solutions

a. Begin by determining the facts.

(1) Find out when the last support was provided and what type and the amount. Determine if the family has any immediate needs, specifically, do they need medical care, housing (including utilities), or subsistence. If this is the case, refer the family to the appropriate agency on post or in the community for immediate assistance (troop medical clinic, Red Cross, Army Emergency Relief, Army Community Service).

(2) Contact the soldier. If you suspect he is in violation of the provisions of the AR 608-99, advise him of his Uniform Code of Military Justice, Article 31 rights (violations for nonsupport are punishable under Article 92) before questioning. Get his side of the story. If he claims he's been providing support, ask for receipts. Ask if there is a formal separation or divorce agreement. Document your findings, including any counseling sessions. The documentation may be necessary for later administrative or punitive action.

b. The soldier's battalion commander will be informed of any inquiry alleging a repeated or continuing violation of AR 608-99.

c. Direct the soldier to provide the minimum support specified by the regulation, an amount equivalent to his basic allowance for quarters at the with dependents rate or the amount specified in a written separation agreement or court order. Urge the soldier to provide the support by allotment to avoid further incidents of this nature. Unless provided for in a court order, AR 608-99 specifies that payment will be by cash, check, money order, or allotment to the spouse. Support obligations may be satisfied by direct payment of the dependent's rent or mortgage. However, other types of payments in kind (utilities, car payments) are only acceptable if agreed to by both parties.

d. Follow up with the complainant and monitor the situation. Repeated failure to support can be the basis for administrative or judicial action.

24-5. Other actions

a. Consult AR 608-99. Almost every nonsupport case is different.

b. Determine if the soldier has a right to receive basic allowance for quarters. Finance and accounting can assist in making this determination. Whether or not a soldier receives basic allowance for quarters, he is still responsible for providing the minimum support specified in AR 608-99. If he fails to provide minimum support, Defense Finance and Accounting Services may withdraw the basic allowance for quar-

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ters entitlement under certain circumstances. This only puts a bigger burden on the soldier and his ability to pay.

c. In cases of multiple claims (the soldier has support obligations with different spouses), each supported family member receives a pro-rata share of the basic allowance for quarters (or as specified in the court order).

d. Determine if the soldier is in arrears (back support). If so, encourage the soldier to establish a payment plan to pay the arrearages. The commander can not order the soldier to pay arrearages. Consider whether adverse action should be taken against the soldier for violating AR 608-99.

e. Allow the soldier to consult with legal assistance on the case. Divorce, separation, and nonsupport are serious matters and can adversely affect a career if not properly handled.

f. The Judge Advocate General interprets all Army policies regarding the obligation of soldiers to provide financial support to their family members. Consult with the Staff Judge Advocate if you suspect a soldier is in violation of AR 608-99.

g. Refer the soldier to the Army Community Service consumer affairs and financial assistance program for a family budget review.

h. The bottom line is that nonsupport is a command responsibility. Commanders must take aggressive actions to ensure that soldiers provide necessary support.

Chapter 25

Soldier Indebtedness

25-1. Chapter information sources

- a. AR 600-15.
- b. DOD Instruction (DODI) 1344.9.
- c. DODI 1344.12.

25-2. Problem

You just received a letter from Defense Finance and Accounting Services indicating that SPC Buck, a member of your command, must be notified that an involuntary allotment against his pay will be initiated, based upon a judgment creditors applicant.

25-3. Background

Approximately 6 months ago, you had processed a debt complaint from the same creditor under AR 600-15. SPC Buck disputed the debt and you informed the creditor that disputed debts must be adjudicated in civilian court. You closed the debt complaint and had heard nothing from the creditor.

25-4. Facts

a. It is DOD judgment policy that military members are expected to pay their financial obligations in a proper and timely manner. Creditors whose bona fide efforts to collect a debt have failed may seek relief by applying for an involuntary allotment of military pay pursuant to the Hatch Act Reform Amendments of 1993 (Public Law Number 103-94).

b. Effective 1 January 1995, soldiers' pay accounts became subject to garnishment by creditors. These garnishments, judgments issued by a court, will be processed in the form of involuntary allotments by Defense Finance and Accounting Services.

c. Defense Finance and Accounting Services is responsible for ensuring creditors meet all of the pre-requisites for initiation of involuntary allotments. When Defense Finance and Accounting Services determines that the garnishment action is authorized, they will forward the collection request packet to the unit commander.

d. Commanders are responsible for notifying soldiers of the indebtedness, counseling soldiers, and ensuring a response is forwarded to Defense Finance and Accounting Services within 90 days. Failure to respond within the 90-day suspense will result in immediate collection from soldiers' pay account.

e. After receiving the application package, the commander must determine whether or not the soldier is assigned to the unit. If the soldier is not in the unit, return the packet to Defense Finance and Accounting Services. If the soldier is in the unit, complete the following tasks:

(1) Within 5 days of receipt,—

- (a) Notify the soldier that the application package was received.
- (b) Provide the soldier with a copy of the application package.

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(2) Counsel the soldier on the following:

(a) Inform the soldier that up to 25 percent of their disposable pay could be taken to satisfy the judgment upon which the application is based. This percentage can be less if the applicable state law limits garnishments to a lesser amount.

(b) Inform the soldier that they can either consent to the involuntary allotment or contest it.

(c) Inform the soldier that they have 15 calendar days to respond and should submit any information or documentation they deem relevant.

(d) Ensure the soldier understands that if the application is contested, evidence (documentary or otherwise) must be provided to support the claim. Inform the soldier that if the collection is contested on the grounds that exigencies of military duty prevented appearance at judicial proceeding, the commander must review and approve the documentation before forwarding the application to Defense Finance and Accounting Services.

(e) Inform the soldier that they should consult with a legal assistance attorney, or can obtain a civilian attorney at no expense to the government. All soldiers should be given an appointment with legal assistance before consenting to or contesting any involuntary allotment action.

(f) Ensure the soldier understands that failure to respond within the time period specified will result in the commander notifying Defense Finance and Accounting Services of this failure. This, in turn, will result in the deduction of the involuntary allotment from the soldier's pay account.

(g) Refer the soldier to Army Community Service consumer affairs and financial assistance program for a family budget review.

(3) Determine if the soldier consents to the involuntary allotment or needs the time to review the application package before making a decision.

25-5. Other actions

a. These applications for an involuntary allotment are not to be confused with written complaint requests for assistance from a creditor on an alleged indebtedness of a soldier already outlined in AR 600-15.

b. See AR 600-15 and chapter 9 of this circular for more information on financial management counseling. Chapter 9 contains helpful tips, including the address of the local Consumer Credit Counseling Office.

Chapter 26

Discrimination and Sexual Harassment Complaints

26-1. Chapter information sources

- a. AR 20-1.
- b. AR 600-20.

26-2. Problem

You received a complaint from SPC Doe, a member of your command, alleging harassment/discrimination by her chain of command.

26-3. Background

SPC Doe has always been a good soldier but feels that for some reason her new first sergeant does not like her and is treating her differently than the other soldiers in the unit. SPC Doe says that she is being harassed over the smallest problems and feels this will harm her career.

26-4. Policy

The chain of command, whether military or civilian, has the primary responsibility for developing and sustaining a healthy equal opportunity climate. This responsibility entails, but is not limited to, promoting positive programs that enhance unit cohesion, esprit, and morale; communicating matters with equal opportunity significance to unit personnel and higher headquarters; correcting discriminatory practices by conducting rapid, objective, and impartial inquiries to resolve complaints of discrimination; encouraging the surfacing of problems and preventing reprisal against those who complain; and taking appropriate action against those who violate Army policy.

26-5. Individual rights and responsibilities

a. Rights. Soldiers, their family members, and civilians have the right to present a complaint to the command without fear of intimidation, reprisal, or harassment. All soldiers have the right to communicate with their commanders concerning their complaints. Soldiers and their family members have a right to receive assistance when submitting a complaint and to receive training on the Army's equal opportunity complaint and appeals process.

b. Responsibilities. Soldiers, their family members, and civilians may attempt to resolve a complaint by first informing the alleged offender that the behavior exhibited must stop. If such measures are ineffective, the command must be advised of the specifics of the alleged sexual harassment and discrimination, and must be provided an opportunity to take appropriate action to rectify/resolve the issue. Lastly, the individual should raise only legitimate complaints and exercise caution against unfounded or reckless charges.

26-6. Complaint receipt

a. Informal. An informal complaint is any complaint that a soldier, family member, or civilian does not wish to file in writing. An informal complaint is an attempt to solve the problem at the lowest possible level. It may be resolved by the individual, another unit member, or a person in the complainant's chain of command. An informal complaint is not subject to time suspenses nor is it reportable.

b. Formal. The submission of a sworn statement on a DA Form 7279-R (Equal Opportunity Complaint Form) is the initiating step of a formal complaint.

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(1) DA Form 7279-R, part I should identify the alleged concern(s), provide the names of the parties involved and witnesses, describe the incident(s)/behavior(s), and specify the date(s) of the occurrence(s). The form will indicate whether the discrimination is based on gender, race, religion, national origin, or color. Normally, a formal complaint must be brought to the attention of the command within 60 days of the incident(s). However, the command may accept a formal complaint beyond the 60-day time line, if warranted by extenuating circumstances

(2) After receiving the complaint, the commander will ensure that the complainant has sworn to the complaint. The commander will then conduct an inquiry to determine if sufficient evidence exists to warrant a full investigation. The equal opportunity advisor may assist the commander in conducting the inquiry. Should evidence exist supporting the allegation(s), the commander must refer the case to the battalion or brigade level commander for the appointment of an AR 15-6 investigating officer.

(3) The command has 14 calendar days to conduct an investigation or to refer the case to a higher commander.

(4) If an extension is needed, the commander may obtain one not exceeding 30 calendar days with written approval from the next higher commander. If the request for extension is granted, the commander must inform the complainant.

(5) The complainant must receive written feedback from the commander on DA Form 7279-R, parts II and III, within 14 calendar days after complaint receipt. This feedback should incorporate and annotate any verbal updates provided to the complainant. It may inform the complainant of the appropriate action being considered but will not delineate the specific actions. Whenever possible, the commander should meet with the complainant to present previously written feedback orally and discuss the findings of the investigation and actions taken to resolve the issue.

(6) Should the complainant disagree with the commander's findings; he/she has the right to appeal to the next higher commander within his/her chain of command. The appeal must be in writing on the DA Form 7279-R, part IV within 7 calendar days following notification of the investigation results and command actions to resolve the issue(s).

(7) Lastly, complaints that are not resolved at brigade level may be appealed to the general courts-martial convening authority. The only exception to this is where organizations have memoranda of understanding or memoranda of support that delegates that Uniform Code of Military Justice authority to a local commander. Decisions at this level are final.

26-7. Other resources

In addition to your unit equal opportunity representative, the Installation Equal Opportunity Office, the Staff Judge Advocate's Office, and in a limited role, the Office of the IG stand ready to assist in resolving allegations.

Chapter 27 Suicide Prevention

27-1. Chapter information sources

- a. AR 600-63.
- b. DA Pamphlet 600-24.
- c. DA Pamphlet 600-70.

27-2. Problem

The time is 2000. You have just made it home after a long day. Before you get a chance to eat, your telephone rings. It is the staff duty NCO informing you that one of your soldiers, SPC Fawn, returned to the barracks early and the staff duty runner heard him say something about ending his life. The staff duty NCO goes on to tell you that he wouldn't have called except that SPC Fawn has just given his compact disk player to the staff duty runner for no reason.

27-3. Background

This quarter has been tough. SPC Fawn is fairly new to the unit and from conversations with his platoon sergeant, you know he and his wife have separated. They have a lot of financial difficulties. He was overweight at the last weigh-in. The last time you saw him, he looked tired, as if he wasn't getting enough sleep.

27-4. Discussion

a. Anyone who talks about suicide must be taken seriously. Soldiers who talk about suicide do commit suicide. Making a joke out of any self-destructive talk or behavior may lead to more serious acts.

b. SPC Fawn is a prime candidate for a suicide attempt. Studies have shown that as many as 80 percent of all active duty suicides occur after close heterosexual relationships have been disrupted. "The suicide rate for separated or divorced soldiers is seven times higher than for married soldiers (Suicide In The Military, Prevention Strategies, by Robert W. Conroy, MD)."

c. SPC Fawn also falls into a couple of other symptom categories.

(1) Here are some guidelines from DA Pamphlet 600-70 to assess risk:

- (a) Poor appetite or significant weight loss or increased appetite or significant weight gain.
- (b) Change in sleep habits—either excessive sleep or inability to sleep.
- (c) Behavioral agitation or a slowing of movement.
- (d) Loss of interest or pleasure in usual activities or decrease in sexual drive.
- (e) Loss of energy, fatigue.
- (f) Complaints or evidence of diminished ability to think or concentrate.
- (g) Feelings of worthlessness, self reproach, or excessive guilt.

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(h) Withdrawal from family and friends.

(i) Drastic mood swings.

(j) Sudden changes in behavior.

(2) DA Pamphlet 600-70 also gives the following signs/danger signals of suicide:

(a) Made a previous suicide attempt, has a family history of suicide, lost a friend through suicide.

(b) Involvement with drugs or alcohol; alcoholics in the family.

(c) Talking about or hinting at suicide.

(d) Giving away possessions.

(e) Making a will.

(f) Obsession with death, sad music, or sad poetry.

(g) Themes of death in letters or art work.

(h) Making specific plans to commit suicide.

(i) Access to lethal means.

(j) Buying a gun.

27-5. Possible solutions

a. Instruct the staff duty NCO to keep SPC Fawn under visual contact (never leave alone unless hospitalized) until a member of his chain of command arrives.

b. Contact the chaplain and request that someone meet you at the barracks. Brief the representative about what you know of the situation.

c. Talk to the soldier. Find out who he is most comfortable talking with and allow that person to "check out the situation" and see if they can determine the cause of SPC Fawn's behavior.

d. Call Community Mental Health Services and brief the staff on the situation. They will advise courses of action and see the soldier as an emergency walk-in if necessary. After-duty-hour emergencies should be referred to the hospital emergency room.

e. If SPC Fawn's platoon sergeant has not already done so, make appointments with the chaplain and financial counseling at Army Community Service to help the soldier deal with his personal problems.

f. Be sure to follow-up. Just getting the soldier through the first thought of suicide does not mean that he will not continue to consider it as a possible course of action. It should also be noted that a change in affect (going from depressed to a more positive mood) is not the end of the crisis period. Psychological autopsies show this positive change also happens when a person finalizes a suicide plan.

g. Let the staff duty NCO know how much you appreciate his professionalism in recognizing, evaluating, and responding to such a potentially dangerous situation. If you don't feel that your entire

chain of command could have done as well in recognizing and responding, consider asking either the chaplain or the mental health staff to provide training in suicide prevention.

27-6. Other actions

- a. You may want to contact the spouse, with the soldier's approval, to see if she would be interested in any of the counseling services offered.
- b. If you don't know who makes up the crisis management team, now would be a good time to find out.
- c. Train, train, train.

Chapter 28

Army Control Smoking Policy

28-1. Chapter information source

AR 600-63 was the source for information included in this chapter.

28-2. Problem

A soldier in your unit comes to you on your open door policy and complains that his roommate's smoking is bothering him. He wants to know what can be done.

28-3. Policy

Smoking of tobacco products is prohibited in all DA occupied workplaces, with the exception of recreation facilities. The workplace includes any area inside a building or facility over which DA has custody and control, where work is performed by military personnel, civilians, or persons under contract to the Army.

28-4. Possible solutions

Smoking is permitted in individually assigned family and unaccompanied personnel living quarters as long as the quarters do not share a common heating/ventilation/air conditioning system. Smoking is only allowed in quarters with common heating/ventilation/air conditioning systems if an air quality survey can establish that the indoor air quality protects nonsmokers from environmental tobacco smoke. When individual living quarters are not required or are not available, and two or more individuals are assigned to one room, smoking and nonsmoking preferences will be a determinate factor during the assignment of rooms. The installation commander will provide affirmative procedures to reassign nonsmokers to living space not also occupied by a smoker; and, if necessary, reassign smokers to living space where they may smoke.

28-5. Enforcement

Violation of Army policies subjects military personnel to a variety of possible administrative or disciplinary actions (such as counseling or reprimand). Repeated violations can also result in the removal of personnel from activities (such as morale, welfare, and recreation facilities).

Chapter 29

Hair Standards

29-1. Chapter information source

AR 670-1 was the source for information included in this chapter.

29-2. Problem 1

PV1 Smith has her hair in braids that extend below the bottom edge of her collar with bangs that falls over her eyebrows. Her hair is black streaked with orange and she has red barrettes holding it in place.

29-3. Background 1

PV1 Smith just signed in to your unit. She came to the unit after 30 days leave upon graduation from advance individual training.

29-4. Possible solutions 1

a. Have the first sergeant explain to PV1 Smith that, per AR 670-1, paragraph 1-8a(3a), the length and bulk of her hair will not be excessive or present a ragged, unkempt, or extreme appearance. Hair will not fall over the eyebrows or extend below the bottom edge of the collar. Hair styles may vary, but none must interfere with proper military headgear or the protective mask wear.

b. Have the first sergeant also explain that, per AR 670-1, paragraphs 1-8a(3c) and (3d), wigs or hairpieces may be worn as long as the wig or hairpiece is of a natural hair color and style and the style and length conform to appearance standards. Hair holding ornaments (such as, but not limited to, barrettes, pins, clips, bands), if used, must be unadorned and plain and must be transparent or similar in color to the hair, and will be inconspicuously placed. Beads or similar ornamental items are not authorized.

29-5. Problem 2

PV1 Jones has hair that is two different colors. On top, his hair is tinted blond, where his natural hair color is black. He has lines cut in the back of his head and hair falls over his ears and eyebrows and touches his collar.

29-6. Background 2

PV1 Jones reports to his unit after 30 days leave.

29-7. Possible solution 2

Have the first sergeant explain that, per AR 670-1, paragraph 1-8a(l)(2)(a), extreme or fad style haircuts or hairstyles are not authorized. If dyes, tints, or bleaches are used, colors must be natural to human hair and not present an extreme appearance. Lines or designs will not be cut into the hair of the scalp. The hair on top of the head will be neatly groomed. Hair length and bulk will not be excessive or present a ragged, unkempt, or extreme appearance. Hair will present a tapered appearance and when combed, will not fall over the ears or eyebrows or touch the collar except for the closely cut hair at the back of the neck. The block cut fullness in the back is permitted in a moderate degree as long as the tapered look is maintained. In all cases, the bulk or length of hair will not interfere with normal headgear or the protective mask wear.

29-8. Other actions

Consult AR 670-1. The regulation is very specific on these matters.

Chapter 30

Earring Wear and Body Piercing

30-1. Chapter information source

AR 670-1 was the source for information included in this chapter.

30-2. Problem 1

Recently your unit held a unit organizational day. PFC Doe attended, wearing civilian clothes, an earring in his ear, and a tattoo on his neck.

30-3. Background 1

PFC Doe has been in your unit for about 6 months. The organizational day attendance was mandatory, i.e., it was a place of duty.

30-4. Possible solution 1

Explain to PFC Doe that, per AR 670-1, paragraph 1-14c (re body piercing), soldiers will not attach, affix or display objects, articles, jewelry, or ornamentation to or through the skin while in uniform. This also applies when wearing civilian clothes while on duty, or in civilian clothes off duty and on any military installation or other places under military control. Females are authorized to wear earrings as outlined in paragraph 1-14c. Also visible tattoos or brands on the neck, face, or head are prohibited per AR 670-1, paragraph 1-8d.

30-5. Problem 2

Recently your unit held a formal to honor your unit's activation. SPC Frank attended the ball in her service uniform. She had on dangling earrings and green post earrings.

30-6. Background 2

SPC Frank recently returned to active duty. She has been in the unit about 3 months.

30-7. Possible solution 2

Explain to SPC Frank that, although she is authorized to wear earrings with the service uniform, per AR 670-1, paragraph 1-14c, the following restrictions apply:

- a. Only screw-on, clip-on, or post style earrings with the service, dress, or mess uniforms.
- b. Earrings will not be worn with the class C uniforms (utility, field, or organizational, including hospital duty, food service, and physical fitness uniforms).
- c. Earrings will not exceed 6 millimeters or 1/4 inch in diameter.
- d. Earrings will be gold, silver, white pearl, or diamond; unadorned and spherical.
- e. When worn, earrings will fit snugly against the ear and will be worn as a matched pair with only one earring per ear lobe.

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30-8. Other actions

Consult AR 670-1. Professional, not personal, attitudes should be the determining factor.

Chapter 31

Fingernails

31-1. Chapter information source

AR 670-1 was the source for information included in this chapter.

31-2. Problem

PV1 Ross has nails that are polished a gold color and are 1 1/2 inches long from the tip of the finger.

31-3. Background

PV1 Ross just signed in to your unit. She came to the unit after 15 days leave and this is her first duty assignment.

31-4. Possible solution

Have the first sergeant explain that, per AR 670-1, paragraphs 1-8b and c, extreme shades of lipstick and nail polish such as purple, gold, blue, and white, will not be worn. Explain that nails that are 1 1/2 inches long distract from a military appearance and could present a safety hazard or interfere duty performance.

31-5. Other actions

Consult the AR 670-1. Professional attitudes, not personal, should be the determining factor in making decisions regarding length of nails.

Chapter 32

Reporting Domestic Violence

32-1. Chapter information source

AR 608-18 was the source for information included in this chapter.

32-2. Problem

You are at a party with some other people from your unit, when SGT Smith and his wife get in an argument. The argument escalates into a physical altercation when SGT Smith slaps Mrs. Smith several times. He also attempts to choke her before two other soldiers separate them. SGT and Mrs. Smith have been drinking.

32-3. Background

SGT Smith is an outstanding soldier. He is known for his dedication and willingness to help out others in the unit. You have heard rumors that SGT Smith and his wife are having marital problems. This matter is the first known incident of physical violence.

32-4. Possible solutions

a. While SGT Smith may be a stellar performer in your unit, you have no option but to report the incident. Military excellence in no way excuses a soldier who physically or emotionally abuses a spouse or child. The commanding general's policy mandates suspected child or spouse abuse reporting. The established report point of contact for USARAK is the military police desk at each post. Reports may be received 24 hours a day. Individuals requiring medical attention should be taken to a medical treatment facility. Additionally, because alcohol was a factor in the incident, the soldier must be referred to the alcohol and drug abuse prevention and control program (see chap 14 for details).

b. Once a report of child or spouse abuse is made to the report point of contact, the military police will notify all appropriate agencies, including the family advocacy program clinic. The assigned family advocacy program therapist will then coordinate an initial assessment interview through the unit commander.

c. Once the report has been fully investigated, the information is presented to the Family Advocacy case review committee. SGT Smith's unit commander or first sergeant are required to attend the initial case presentation. A treatment plan, if appropriate, will be developed by the case review committee. Soldiers and family members are strongly encouraged to complete the treatment defined by the case review committee. A failure to comply will be brought to the unit commander's attention by the assigned family advocate program therapist. The post family advocacy program manager will notify the post commander.

d. A soldier's involvement in the family advocacy program must be kept confidential. Only the commander, first sergeant, supervisor, and SGT Smith need to know this information. Family advocacy program appointments are medical appointments. Soldiers must not be prevented from attending treatment sessions.

32-5. Other actions

a. Per AR 608-18, paragraph 3-2c, soldiers must receive annual training on the family advocacy program. Unit commanders will receive a family advocacy program briefing within 45 days after assuming command.

b. Encourage soldiers to self-refer before tension escalates to violence. Many preventive services; such as stress management, marital enrichment, and parenting classes; are available through Army

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Community Service and Community Mental Health Services. Commanders should refer subordinates who are experiencing serious marital or family stress and may be at increased risk for domestic violence.

c. Disciplinary action under the Uniform Code of Military Justice for assault consummated by battery may also be appropriate on these facts.

Chapter 33

Environmental Issues

33-1. Chapter information sources

- a. AR 200-1.
- b. AR 200-2.
- c. Commander's Guide to Environmental Management.
- d. TM 38-410.
- e. USARAK Regulation 200-4.
- f. USARAK Environmental Handbook.

33-2. Problem

You overhear two soldiers talking in the dining facility about how late they had to work last evening digging trenches and hauling 55-gallon drums of contaminated petroleum, oils, and lubricants; antifreeze; and half-empty paint cans out to the range.

33-3. Background

You assumed command 1 month ago and understand the emphasis placed on hazardous waste management. You instructed your motor sergeant, SSG Bulldog, to do whatever was necessary to remove all hazardous wastes from the motor pool.

33-4. Possible solutions

- a. Determine as many facts as possible surrounding the implementation of your order to dispose of the hazardous wastes. Establish the exact location and circumstances of the spill/disposal site (i.e., whether substances were removed from containers). Try to determine intent, negligence, or ignorance of the personnel responsible for carrying out the order.
- b. Determine who your appointed environmental officer is. Notify your chain of command.
- c. All spills of hazardous waste, hazardous material, or petroleum, oil and lubricant items are reported immediately to the post fire department and the Directorate of Public Works, Environmental Resources Department.
- d. Contact the Staff Judge Advocate for environmental counsel and appropriate legal counsel, both for issuing the order and for the individuals involved.

33-5. Other considerations

- a. Ensure your unit standing operating procedures are up to date. Have your unit environmental subject matter expert contact the Directorate Public Works, Environmental Resources Department to arrange for training on hazardous material and waste handling, packaging, transportation, storage, and disposal requirements. Also, arrange for the safety office to provide training in hazardous material communication requirements.
- b. Investigations by federal and state prosecutors into legal disposal practices occurring on DOD-managed lands have lead to successful indictments, criminal charges, and the conviction of DOD personnel

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for violating both federal and state environmental laws and regulations. DOD agencies have also been successful in charging and convicting uniformed personnel under the Uniform Code of Military Justice for violations.

c. Improper hazardous material; hazardous waste; and petroleum, oil, and lubricant item disposal is in violation of both federal and state law. All cases are actively investigated by the Criminal Investigation Division, in conjunction with other federal and/or state law enforcement agencies.

Chapter 34

Participation in Private Organizations

34-1. Chapter information sources

- a. AR 210-1.
- b. DODD 5500.7R.

34-2. Problem

Your battalion commander mentions in a staff call that he is disappointed in the number of soldiers in the unit who are not members of a private organization recognized by the United States Army.

34-3. Background

As a new company commander, you want to meet what you believe is the commander's intent. You decide to have a company membership drive.

34-4. Command procedure

- a. Commanders must prohibit any practice that involves or implies DA sponsorship or endorsement of an organization or its activities.
- b. Commanders will never engage in membership campaigns or use coercion or official influence to "encourage" soldiers to join a private organization.
- c. Commanders may allow the use of official communication channels for the distribution of information pertaining to private organizations that are of general benefit to the soldiers in the command. However, no endorsement can take place.
- d. Seek guidance from the Staff Judge Advocate. Ethics counselors are available for assistance with ethics issues.

Chapter 35

Participation in an Extremist Activity

35-1. Chapter information sources

- a. AR 600-20.
- b. DODD 5500.7R.

35-2. Problem

During the health and welfare inspection you discover Ku Klux Klan literature in SPC Doe's wall locker.

35-3. Background

SPC Doe is an average soldier with no record of previous misconduct. You have received no reports of active participation by SPC Doe in any extremist activity.

35-4. Command procedure

- a. Commanders should begin by gathering as many facts as possible. Consult with SPC Doe and ask him the circumstances surrounding the literature.
- b. If SPC Doe admits that the literature is his, counsel the soldier on the Army's equal opportunity policy and the requirement that all military personnel are duty bound to uphold the Constitution and must reject participation in extremist activities.
- c. Counsel the soldier that passive activities, such as mere membership or receiving literature in the mail, though not prohibited by Army policy, are strongly discouraged and are incompatible with military service.
- d. Counsel the soldier that participation in such an organization can impact on him in the followings ways:
 - (1) Performance evaluations.
 - (2) Selection for leadership positions.
 - (3) Loss of security clearance.
 - (4) Other adverse administrative actions.
 - (5) Punitive (nonjudicial punishment or court-martial) actions when the soldier's activities violate the Uniform Code of Military Justice.
- e. Seek guidance from the Staff Judge Advocate before taking action.

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FOR THE COMMANDER:

OFFICIAL

CHARLES R. DEWITT
COL, GS
Chief of Staff

//Original Signed//
WILLIAM F. HIGGINS, JR.
LTC, SC
Director of Information Management

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10 - APVR-RIM (Commander, 59th Signal Battalion)

5 - MOS Library (Building 600, Fort Richardson)

5 - MOS Library (Army Education Center, Building 21-10 (Fort Wainwright))

4 - APVR-WLB-CO (Commander, 172d Infantry Brigade (Separate))

4 - APVR-WBL-HHC (Commander, Headquarters and Headquarters Company, 172d Infantry Brigade (Separate))

4 - STECR-CO (Commander, United States Army Cold Region Test Center)

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2 - OSAC-AK (Commander, Alaska Regional Flight Center)

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2 - APVR-RPTM (Director, Directorate of Plans, Training, Security, and Mobilization)

2 - APVR-RPA (Director, Directorate of Community Activities)

2 - APVR-RPW (Director, Public Works)

2 - APVR-RIC (Command Staff Chaplain)

2 - APVR-RDL (Director, Directorate of Logistics)

1 - APVR-GPA-AE (MOS Library, Assistant Directorate of Community Activities, Education Branch, Attention: Mr. Mauer)

1 - Commander, United States Army Pacific Command, Attention: APIM-OIR,
Fort Shafter, Hawaii 96858-5100

Appendix A References

Section I Related publications

A related publication is merely a source of additional information. The user does not have to read it to understand this circular.

AR 1-201	(Army Inspection Policy)
AR 15-6	(Procedures for Investigating Officers and Boards of Officers)
AR 20-1	(Inspector General Activities and Procedures)
AR 27-10	(Legal Services: Military Justice)
AR 37-104-4	(Military Pay and Allowances Policy and Procedures--Active Component)
AR 40-501	(Standards of Medical Fitness)
AR 190-5	(Motor Vehicle Traffic Supervision)
AR 190-9	(Absentee Deserter Apprehension Program and Surrender of Military Personnel to Civilian Law Enforcement Agencies)
AR 200-1	(Environmental Protection and Enhancement)
AR 200-2	(Environmental Effects of Army Actions)
AR 210-1	(Private Organizations on Department of the Army Installations and Official Participation in Private Organizations)
AR 210-7	(Commercial Solicitation on Army Installations)
AR 210-60	(Personal Check Cashing Control and Abuse Prevention)
AR 350-1	(Army Training)
AR 350-17	(Noncommissioned Officer Development Program)
AR 350-41	(Training in Units)
AR 600-6	(Individual Sick Slip (DD Form 689))
AR 600-8-2	(Suspension of Favorable Personnel Actions (Flags))
AR 600-8-10	(Leaves and Passes)
AR 600-8-19	(Enlisted Promotions and Reductions)
AR 600-8-24	(Officer Transfers and Discharges)
AR 600-9	(The Army Weight Control Program)

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AR 600-15	(Indebtedness of Military Personnel)
AR 600-20	(Army Command Policy)
AR 600-37	(Unfavorable Information)
AR 600-38	(Meal Card Management System)
AR 600-63	(Army Health Promotion)
AR 600-85	(Alcohol and Drug Abuse Prevention and Control Program)
AR 601-280	(Army Retention Program)
AR 608-1	(Army Community Service Program)
AR 608-18	(The Family Advocacy Program)
AR 608-99	(Family Support, Child Custody, and Paternity)
AR 623-105	(Officer Evaluation Reporting System)
AR 623-205	(Enlisted Evaluation Reporting System)
AR 630-10	(Absence Without Leave, Desertion, and Administration of Personnel Involved in Civilian Court Proceedings)
AR 635-100	(Officer Personnel)
AR 635-200	(Enlisted Personnel)
AR 670-1	(Wear and Appearance of Army Uniforms and Insignia)
AR 700-84	(Issue and Sale of Personal Clothing)
AR 710-2	(Inventory Management Supply Policy Below the Wholesale Level)
AR 735-5	(Policies and Procedures for Property Accountability)
Commander's Guide to Environmental Management	
CTA 50-900	(Clothing and Individual Equipment)
DA Pamphlet 600-8	(Management and Administrative Procedures)
DA Pamphlet 600-24	(Suicide Prevention and Psychological Autopsy)
DA Pamphlet 600-70	(US Army Guide to the Prevention of Suicide and Self-Destructive Behavior)
DA Pamphlet 710-2-1	(Using Unit Supply System (Manual Procedures))
DODI 1344.9.....	(Indebtedness of Military Personnel)

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DODI 1344.12.....	(Indebtedness Processing Procedures for Military Personnel)
DODD 5500.7R	(Joint Ethics Regulation)
DOD Financial Management Report	
FM 21-20	(Physical Fitness Training)
FM 22-100	(Military Leadership)
FM 22-101	(Leadership Counseling)
FM 25-101	(Battle Focused Training)
FM 27-1	(Legal Guide for Commanders)
Green Tab Memorandum 11	(Command Policy on Family Advocacy)
Joint Uniform Military Pay System Leave Transaction Input Report	
Joint Uniform Military Pay System Transaction Input Report	
Suicide In The Military, Prevention Strategies, by Robert W. Conroy, MD	
TC 25-30.....	(A Leader's Guide to Company Training Meetings)
TM 38-410	(Storage and Handling of Hazardous Materials)
Unit Supply Update 14.....	(Unit Supply)
Unit Commander's Finance Report	
USARAK Circular 5-2	(United States Army Alaska Organizational Inspection Program)
USARAK Environmental Handbook	
USARAK Regulation 200-4	(Hazardous Waste, Used Oil, and Hazardous Materials Management)
USARAK Regulation 350-1	(United States Army Alaska Training Directive)

Section II Referenced Forms

DA Form 268	(Report to Suspend Favorable Personnel Actions (Flags)). Cited in paragraphs 7-3 and 7-4.
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DA Form 2028	(Recommended Changes to Publications and Blank Forms). Cited in the suggested improvements statement.
DA Form 2166-7	(Noncommissioned Officer Evaluation Report (NCOER)). Cited in paragraph 19-4.
DA Form 2166-7-1	(NCO Counseling Checklist/Record) . Cited in paragraph 19-4.
DA Form 2823	(Sworn Statement). Cited in paragraph 13-4b.
DA Form 3078	(Personnel Clothing Request). Cited in paragraph 13-5c.
DA Form 3349	(Physical Profile). Cited in paragraphs 17-2 and 23-4b.
DA Form 4187	(Personnel Action). Cited in paragraphs 12-4 and 13-4e.
DA Form 4384	(Commander's Report of Inquiry/Unauthorized Absence). Cited in paragraph 13-4b.
DA Form 4697	(Department of the Army Report of Survey). Cited in paragraph 15-4d.
DA Form 4856	(General Counseling Form). Cited in paragraphs 8-5c and 19-4h.
DA Form 7279-R	(Equal Opportunity Complaint Form). Cited in paragraph 26-6b.
DD Form 362	(Statement of Charges/Cash Collection Voucher). Cited in paragraph 15-4b.
DD Form 458	(Charge Sheet). Cited in paragraph 13-4e.
DD Form 553	(Deserter/Absentee Wanted by the Army Forces). Cited in paragraph 13-4e.
DD Form 689	(Individual Sick Slip). Cited in paragraph 23-2.
DD Form 1131	(Cash Collection Voucher). Cited in paragraph 15-4b.

Glossary

AR.....	Army Regulation
chap.....	chapter
COT	consecutive overseas tours
CPL(P)	corporal (promotable)
CTA.....	Common Table of Allowances
DA.....	Department of the Army
DD.....	Defense Department
DOD.....	Department of Defense
DODD	Department of Defense Directive
DODI.....	Department of Defense Instruction
ETS.....	expiration term of service
FM.....	Field Manual
IG	inspector general
NCO.....	noncommissioned officer
para.....	paragraph
PFC.....	private first class
PV1	private E1
PV2.....	private E2
sec	section
SGT	sergeant
SPC	specialist
SSG	staff sergeant
TC.....	Training Circular
TM.....	Technical Manual
USARAK.....	United States Army Alaska